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# Amphill Neighborhood Market Analysis & Community Strengthening Plan

Claude P. Armstrong  
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# Ampthill Neighborhood Market Analysis & Community Strengthening Plan



**Claude P. Armstrong**

*Professional Plan  
Spring 2019*

*Master of Urban & Regional Planning  
L. Douglas Wilder School of Government & Public Affairs  
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# TITLE PAGE

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## **Amphill Neighborhood Market Analysis & Community Strengthening Plan**

*Chesterfield County, Virginia*

*A professional plan submitted in partial fulfillment of the requirements for the degree of Master of Urban & Regional Planning at Virginia Commonwealth University.*

*by*

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*May 2019*



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# ACKNOWLEDGMENTS & ABSTRACT

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## *Acknowledgments*

The author wishes to thank several individuals who have provided support and inspiration to pursue the profession of planning. I would like to thank the professors at the Wilder School MURP Program for all they do to encourage their students to think critically as they cultivate in us the skills necessary to be planners. Special thanks go to Dr. Meghan Gough for her personal interest and encouragement in my understanding of planning. My deep love and appreciation go to my wife who has endured an oft-times distracted husband during the development of this Plan. Your support and understanding have meant more to me than you know. Above all, I thank my God and wise Masterbuilder, Jesus Christ, who has called me to planning and is equipping me through all who have contributed to my education.

## *Abstract*

This plan provides a Community Strengthening Plan for a community engagement strategy in support of a future commercial corridor development in the Ampthill Neighborhood. This plan is a part of a larger County strategy along Jefferson Davis Highway to strengthen ties between neighborhoods and businesses within the community. The Plan encourages economic and community development that takes advantage of business opportunities while creating a welcoming destination. The County and the Ampthill Community will have a road map and tool to help navigate discussions, leverage area assets and upgrade transportation infrastructure as a foundation for business and economic development. This traditionally working-class neighborhood south of Richmond has been experiencing major demographic change. The white population is projected to decline 9% by 2023. Conversely, non-white population increases exceeded this decline over the same period. An estimated 1/3 of the Retail and Food businesses are Latino-owned. For others to venture into this neighborhood and “*get to know it*”, Ampthill may need to get to know more about itself and its newest neighbors. To accomplish this, a market analysis and evaluation of existing area property conditions and area perceptions was conducted. These analyses were done to determine the areas unmet demand and impediments to attracting Retail and Food businesses. Based on the unmet demand, the economic development potential is explored, along with opportunities to promote the area as a welcoming gateway through design. Community organizational involvement, to champion and sustain development, is encouraged. Commercial Corridor Planning principles are arranged within the four points of the Main Street America Program’s Transformation Strategies’ of Economic Vitality, Design, Organization, and Promotion as an organizational framework guiding Plan Goals, Recommendations and Implementation. An Asset-Based Community Development (ABCD) approaches promoting community strengths are proposed as a tool and practice to identify the strengths of this changing community. Theory provides a philosophical foundation for achieving collaborative community engagement and explores ways to advance the Planner’s role as facilitator of community vision. Community growth and development opportunities exist in Ampthill that can be realized. As businesses work together towards common goals; as residents identify and mobilize existing and untapped assets; and as the residents and businesses together leverage their shared assets to cultivate their common strengths, community cohesion and a more inviting commercial corridor emerges that encourages others to... *Get to know Ampthill.*



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# I. INTRODUCTION

## *Purpose of the Plan*

Amphill is a neighborhood located in the northernmost part of the Northern Jefferson Davis Special Area Plan geography, along Jefferson-Davis Highway in Chesterfield County, VA. This Plan is part of a larger County effort to encourage sense of community along Jefferson Davis Highway, strengthen the ties between neighborhoods and businesses, and make the area a regional destination, attracting people and investment to the area. The recent adoption of the Northern Jefferson Davis Special Area Plan presents an opportune time to build on the County's and communities vision for the area and to focus attention on the potential for development along the commercial corridor in Amphill in the midst of a dramatically changing business and residential climate. This Plan serves as a guide for strengthening community cohesiveness in a time of demographic shift. It promotes the business development of this pivotal commercial corridor on a foundation of community support. To accomplish this, the Plan will identify economic development potential, opportunities to create a welcoming gateway through design and for focused County and community involvement, to champion growth and sustain area development into the future. The overall goal is to encourage development that emerges from a common community vision that takes advantage of business opportunities while creating a destination that leverages area distinctive.

## *Description of Client*

The Client organization for this Plan is the Chesterfield County Planning Department. Mr. James Bowling, the Principal Planner in charge of the recently adopted Northern Jefferson Davis Special Area Plan (2018), is the Client Representative and general point of contact for the project. The Chesterfield County Planning Department is responsible for guiding and regulating long- and short-term development for the benefit of present and future generations. The department analyzes County growth and development trends in support of recommendations to the Board of Supervisors, Planning Commission and Board of



Figure 1: Seal of Chesterfield County

Zoning Appeals ("CC Planning," n.d.). Other potential stakeholders for this Plan include Amphill community and the Amphill Civic Association., business leaders, Chesterfield County Community Enhancement and Economic Development, the Jefferson Davis Highway Association and the Jefferson Davis Special Area Plan Implementation Steering Committee.

## *Plan Implementation & Outline*

### *Plan Implementation*

The Plan serves as a supplement to Jefferson Davis Special Area Plan and a market analysis update to the 2011 Jefferson Davis Hwy Revitalization Study for Trade Area 2. The County Planning Department can use this Plan to assist in developing a strategy for engaging in community development efforts with Amphill residents and their business community. The Amphill Community will have a roadmap to follow and organize around as a tool to prepare for working with the County Planning Offices in future community plans. The County's Community Enhancement and Economic Development Department can use the Plan to aid in focused business development initiatives for the area as well as to target and attract specific new businesses establishments to the area based on what the area can support.

### *Plan Outline*

The Plan is presented in five sections. The first section introduces the Plan, the Plan Client and Client Representative, its organization and the Plan's potential use within the County and community. The second, Background, section will provide a general background for the area describing the context of the Study Area, presenting the existing conditions and highlighting special areas of interest within and surrounding the Study Area. The third, Methodology, section outlines the Plan's methodology and theoretical framework for evaluating and organizing the gathered data. The fourth, Findings, section is the heart of the plan. It presents the research, analysis and findings that will drive the fifth, Recommendations, section and the sixth, Implementation, section, presenting the proposed implementation time line.



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## II. BACKGROUND

### Area History



Figure 2: Dilapidated mansion house at Ampthill, circa early 20th century.

In 1929 the house was dismantled and moved to Richmond. (Source: Dilapidated Ampthill mansion, Twentieth century)

plantation site has been the site of Dupont's Spruance Plant since 1929, a site that develops products such as Tyvek®, Teflon® and Kevlar® ("DuPont Heritage Timeline," 2014) and employed approximately 1687 people as of 2017 (Blackwell, 2017). The current Ampthill Neighborhood is in the northernmost part of the Jefferson Davis Special Area Plan geography. The Richmond-Petersburg Turnpike, known today as the Jefferson Davis Highway, runs through the Ampthill Neighborhood and forms the backbone of the commercial corridor. A stone bridge over Falling Creek, located south of Chippenham Parkway, is the only remaining evidence of the Richmond-Petersburg Turnpike. The pre-20th Century bridge was one of the earliest stone bridges in the state.



Figure 3: Dupont Spruance Plant, circa 1929 (Source: "DuPont Heritage Timeline," 2014)

Ampthill gets its name from a plantation once located within the area that was built by Henry Cary and passed on to his only surviving son, Archibald Cary. The manor house was disassembled and rebuilt on Cary St. in Richmond's west ("Cary, Henry (d. by 1750)," 2015). The original Ampthill neighborhood was developed in the early 1900s as a suburban neighborhood providing housing for workers in area industries. It was among the earliest subdivisions in the county. The former

### Plan Context

Ampthill is a residential neighborhood community located south of Richmond near I-95 having commercial development along the Jefferson Davis Highway (Figure 4). Ampthill is a strategic area within the greater Jefferson Davis Corridor for several reasons. It is one of the five Gateways to the County, has the largest international market in the area and is a central catalyst for regional revitalization ("NJD SAP website," 2018, p. NJ 43). The neighborhood, as defined by the Northern Jefferson Davis Special Area Plan, is bounded on the west by the CSX Railroad and on the east by the James River. The northern boundary is the city/county line with Richmond, VA with its southern boundary extending south of Chippenham Parkway (State Highway 150) to Falling Creek. Bisecting this area from north to south is Jefferson-Davis Highway (US Hwy 301/1) which has commercial development on the southbound side, to the west (Figure 5). For the market analysis, the Plan will consider a wider area based on a five-minute and ten-minute drive from this area.

### Description of Study Area

The Ampthill neighborhood includes single family homes, apartments, commercial and industrial development. A key feature of the area is a shopping center that includes a Food Lion supermarket and an indoor multi-cultural market, the Jefferson Davis Flea Market, where Jefferson Davis Highway and Chippenham Parkway cross. The market is a community focal point

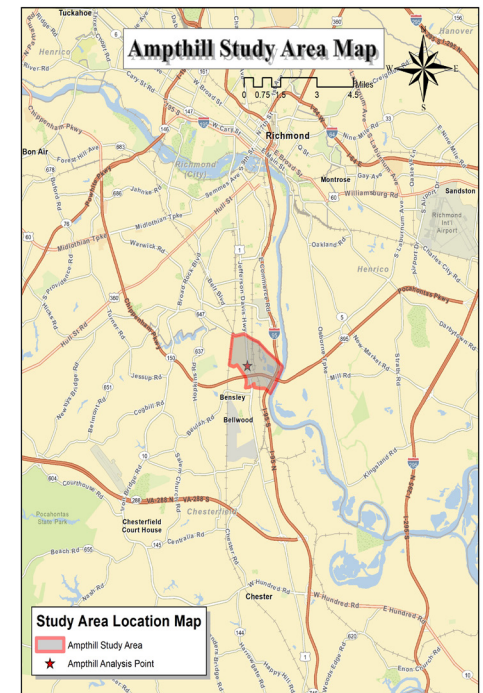


Figure 4: Plan Study Area Location Map



Figure 5: Ampthill Study Area map

the northern part of the Jefferson Davis Special Area Plan geography.

There are some residents who walk, bike or use public transit as a primary means of transportation. For them a simple trip along the Jefferson Davis Highway to buy groceries or to go to work can be challenging because of the lack of timely public transportation from the south into the area as well as insufficient bike and pedestrian infrastructure (Griset, 2016). Support for lower income areas south of the Ampthill Commercial Corridor would be helped if there were a safe means of access into the area. Currently, these residents immediately south of the area must walk or cycle over a busy Chippenham Highway overpass via an unprotected median to buy groceries from the clos-

hosting special events and fairs. It is the largest of several similar markets within the Northern Jefferson Davis Special Area which could be developed into a regional “destination” within the area. This market represents important community voices for representation that should be sought out in any future community or commercial development Plan. GRTC bus service from Richmond stops at the shopping center where this market and the regional grocery store are located. Successful development within the Ampthill area holds potential to be an impetus for the economic development not only of the Ampthill community but also of other communities in

est full-service grocers in the area. The County on demand service program *Access Chesterfield* can take a long time to go a short distance, though a new services, *Access On Demand*, was announced during the writing of the Plan that is expected to offer more rides and save time. This new service may provide more timely help for this situation. In his doctoral dissertation, Brian S. McKenzie of the University of Albany, NY (2011) stated that, “For the poor – especially those who cannot afford an automobile – accessing goods, services, and employment outside of the neighborhood may be challenging.” For many the difference between poverty and stability is their ability to get to a grocery store or their means of getting to work.

### Existing Conditions

#### Land Use.

The current land use plan was incorporated into Chapter 10 of the Land Use Plan of the (County) Comprehensive Plan (n.d.) when the Northern Jefferson Davis Special Area Plan was adopted in 2018. Uses along the commercial corridor are a mix of commercial, office and industrial uses with only a few vacant, residential or public land uses along or close to Jefferson Davis Highway (Figure 6). The eastern portion of the area is dominated by Heavy Industrial uses. These include the Dupont Spruance plant, other industrial uses north of Chippenham Parkway, and the Falling Creek Wastewater Treatment Facilities, which is located along Falling Creek. Immediately west of Jefferson Davis Highway is a variety of uses including Neighborhood Business, Community Business and Community Mixed Use. West of these uses are Suburban Residential and a small amount of High-Density Residential Uses. Also included in the neighborhood is a strip of Conservation/Recreation use along the southern border of the area (“Land Use,” 2016).

#### Zoning.

Zoning for the area has been aligned with the priorities of the recently adopted Jefferson Davis Special Area Plan (see Figure 7). The eastern half of the Study Area zoned Heavy Industrial (I-3), General Industrial (I-2) and Agricultural (A). Parcels immediately west of Jefferson Davis Highway are



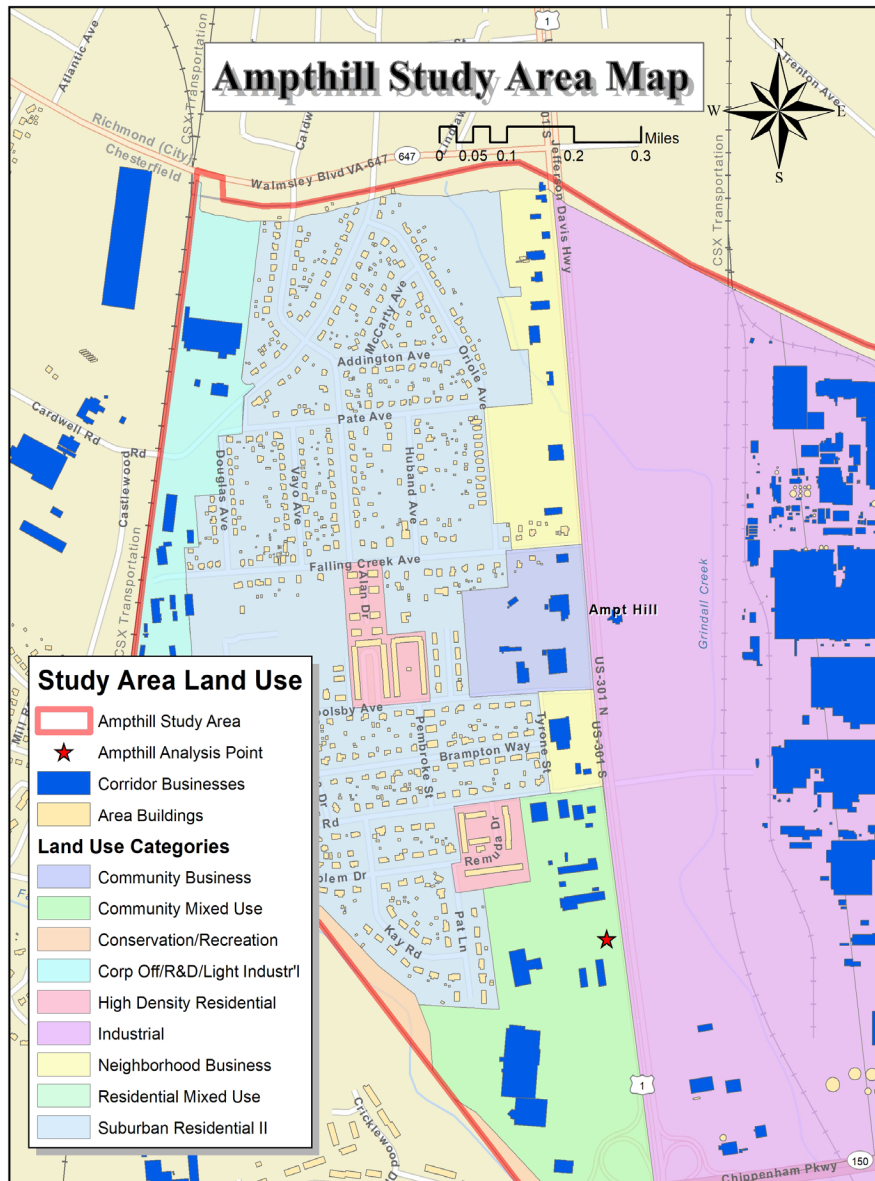


Figure 6: Study Area Current Land Uses

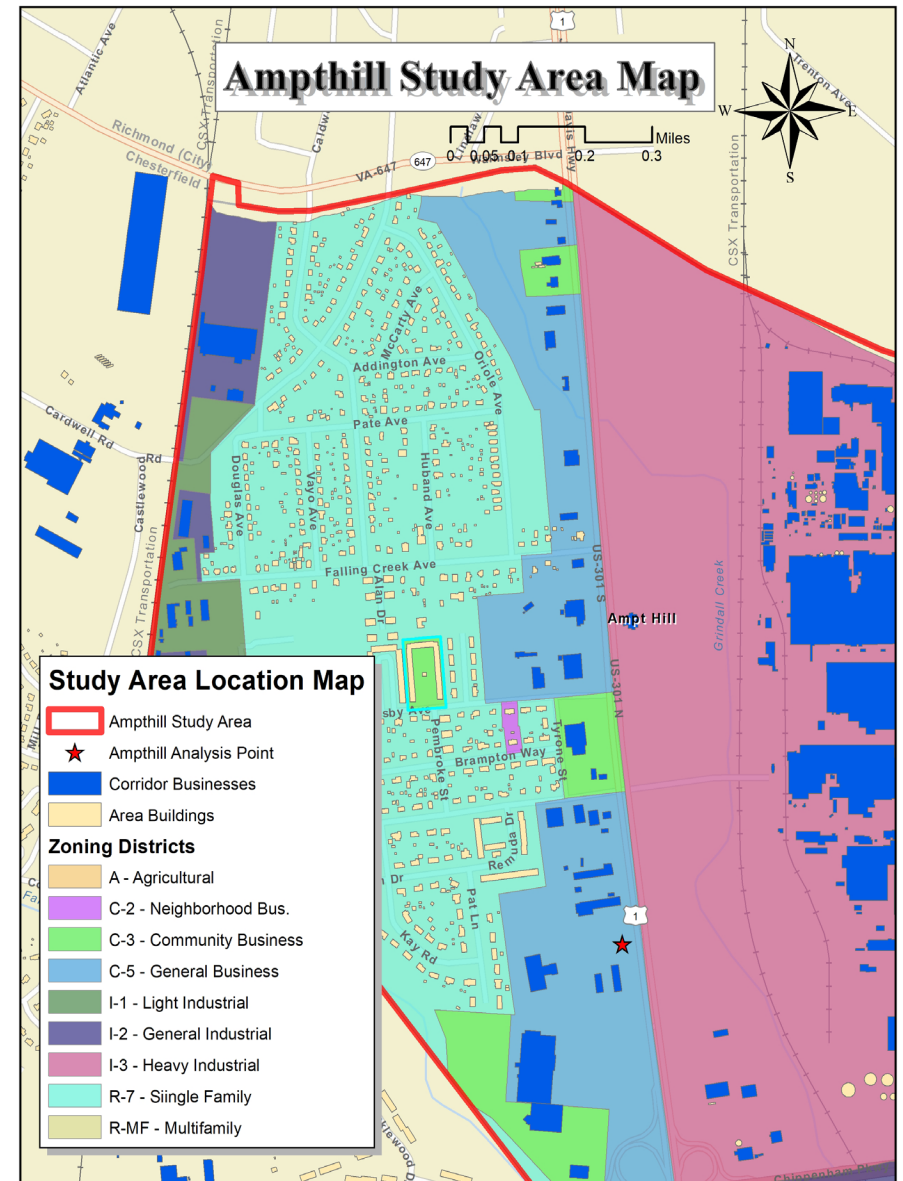


Figure 7: Study Area Zoning Districts





zoned General Business (C-5) and Community Business (C-3), with Single Family Residential (R-7) and two parcels zoned Neighborhood Business (C-2) behind these. Along the western boundary of the area is a mix of Light Industrial (I-1) and General Industrial (I-2) zoning and land uses along with a parcel of Agricultural (A) zoning (“Zoning Map,” 2017).

### *Demographic Shift.*

Ampthill has traditionally been a working-class neighborhood and hasn't changed since its beginnings in the early 1900s. In recent years the community has experiencing a major demographic shift. The neighborhood's demographic makeup has historically been a mix of Anglo and African American populations. The 2000 Census data showed the Anglo-American population at around 64% of the population and the African-American population around 12.6% of the area population with the Hispanic population at approximately 12.7%. In 2017 these populations were evenly distributed within the area at one-third of the population each. According to Business Analyst demographic data the Anglo population is projected to decline by a little over 4% by 2023. Conversely, non-White population (except Blacks) are expected to increase by almost the same amount as the decline in this demographic (almost 4%) over the same period. Similarly, the share of the population identified as Hispanic (across all racial groups) is expected to increase by 4% as well by 2023. The Black population is projected to rise slightly but not significantly by 2023. Interestingly, the Retail and Food businesses on the corridor mirror this Hispanic demographic shift with approximately one-third of these establishments being Latino-owned. (“Mrkt Analysis,” 2019; U. S. Census Bureau, 2019)

### *Transportation (Access).*

The Ampthill Neighborhood is heavily automobile oriented with currently no safe bicycle or pedestrian pathways along or near the Jefferson Davis Highway or along the residential road network west of the highway. Currently, there are several GRTC bus stops along the Jefferson Davis Highway (Figure 8) including one located near the entrance to an area Flea Market and the



Figure 8: Typical Bus Stop  
Southbound Jefferson Davis Hwy.  
(Photo by Claude Armstrong)

only grocery store in the area. There are no regular GRTC stops south of this stop, leaving the grocery store only accessible to area residents who drive, which greatly limits accessibility to non-drivers in the area. The County currently offers a shared ride service, *Access Chesterfield*, which is a single service provider that carries up to four people and can take up to 45 minutes per ride. During the drafting of this Plan a new service was announced, *Access on Demand*, that is a multiple services provider. This service offers the ability for riders to schedule trips by phone or online from

up to four contracted vendors. It proposes to offer shorter wait times, more scheduling flexibility, door-to-door service and better fee options (Griset, 2019). The Access On Demand program should be greatly promoted within the Study Area at the grocery store and other businesses, by County services within the area, and also by area community organizations to alert residents without car to this County transportation resource. The current Special Area Plan shows five types of pedestrian and bicycling recommendations for the neighborhood (Figure 9). Along Jefferson Davis Highway, from the entrance to the shopping center north to the County line with Richmond (near Walmsley Road), a sidewalk on or along the road or shared use pathways either on or along the road are planned. From that same entrance, south past the Chippenham Parkway overpass, a protected side walk in the median is recommended. This path connects to the planned and partially built Falling Creek shared use off road path south of the overpass. A median exists traversing the length of the overpass; however, it is currently unprotected from the four lanes of two-way traffic. It should be noted that the County Transportation Department has expressed an interest in the synchronization of a 30% Corridor (pedestrian) Improvement Design with the County Bicycle Plan referenced in the Northern Jefferson Davis Special Area Plan (2018) as a part of this Plan. Neigh-



neighborhood byway paths are recommended along Goolsby Road from Jefferson Davis Highway to Gates Mill Park where a connector to the Falling Creek shared-use off road path would be established.

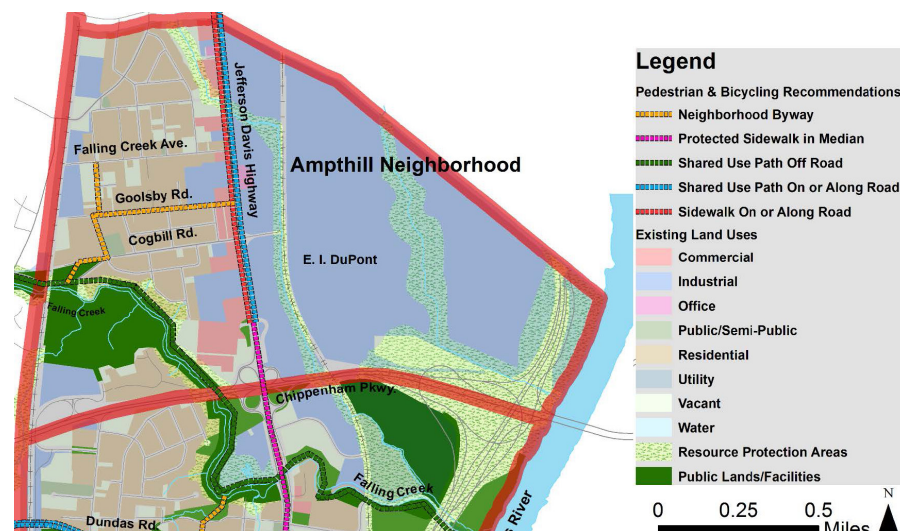


Figure 9: Amphill Neighborhood Pathway Plan; from the Northern Jefferson Davis Special Area Plan. (Source: "NJD SAP website," 2018)

## Surrounding Influences

Amphill is near several area of special influence that can attract people to the area and the commercial corridor. The following sites and attractions are located on the southern part of the Plan area and include (Source: "NJD SAP website," 2018):

### 1. Jefferson Davis Flea Market

Is an enclosed multi-cultural international market which is the largest of several multi-cultural markets within the Northern Jefferson Davis Special Area geography (Figure 10). The market is a community focal point for hosting fairs and special events and provides the nearby neighborhoods with



Figure 10: Jefferson Davis Flea Market

goods and services. It presents a unique entrepreneurial ecosystem that could feed development within the larger commercial corridor.

### 2. Falling Creek

Falling Creek flow from west to east to the James River along the southern border of the Amphill Study Area (Figure 11). There are plans to establish a scenic bikeway and pedestrian friendly access for residents to access the James River through a system of local trails that are already under development.

### 3. Falling Creek Trail & Linear Park.

Falling Creek Trail is a plan to develop a shared use off-road path along Falling Creek from Powhite Parkway through Amphill to the James River. The park and trail cover a broad area and serve to enhance awareness of natural resources of areas, exposing visitors to the variety of features along the route.



Figure 11: Falling Creek Linear Park.



Figure 12: Falling Creek Bridge

(Source: Page image from "NJD SAP website," 2018)





#### *4. Falling Creek Bridge & Wayside.*

Constructed circa 1824, the stone bridge over Falling Creek (Figure 12) and became Virginia's first wayside parks (Figure 13). The site was one of the earliest stone bridges in the state along the road linking Richmond and Petersburg. The restoration of the bridge will provide community with a place to explore Chesterfield history.



*Figure 13: Falling Creek Wayside Stop*  
(Source: Page image from "NJD SAP website," 2018)

#### *5. Falling Creek Ironworks*

Subsurface remains from an iron manufacturing facility that was the first ironworks in English North America (circa 1619). A museum and visitor's center are planned for the site in the future.

### III. METHODOLOGY

#### *Asset Based Community Development (ABCD)*

Assets-based Community Development is a strength-based approach to community capacity\* building. It seeks to discover the existing capabilities of a community rather than simply identifying a problem that needs to be fixed. It recognizes that the cup is both half full and half empty, then chooses to address half of the cup that is filled – the capabilities that already exists – before addressing the half that is not.

#### *Background*

The ABCD model was developed by John McKnight and John “Jody” Kretzmann in 1988 while on faculty at Northwestern University’s Center for Urban Affairs. Their work was originally focused on poverty alleviation policies looking into government, health, and social welfare agencies – the big actors in the fight to promote social justice to bring about urban transformation. They began researching local and neighborhood-level resources as wealth, considering its possibilities as legitimate assets in their pursuit of social justice. From their four-year case study of resident stories around what these communities did together to bring about changes in their neighborhood the ABCD Institute, now based at DePaul University in Chicago, was established along with the ABCD approach to community development (Mathie & Cunningham, 2003; McKnight, 2017; Paul-Cook, n.d., p.; Walker, 2006). This approach strengthens communities from the inside out. The assets identified come from the individuals and of organizations (both community and business) resident in the community. Next, public social elements like schools, libraries and parks assets are identified then finally institutions outside the community are considered for their asset value. McKnight and Kretzmann’s approach was a break from the needs-based approach that was prevalent in the late eighties, an approach they used prior to developing the ABCD model (McKnight, 2017).



abcd  
INSTITUTE

Figure 14: ABCD Institute logo

#### *Need-based Approach*

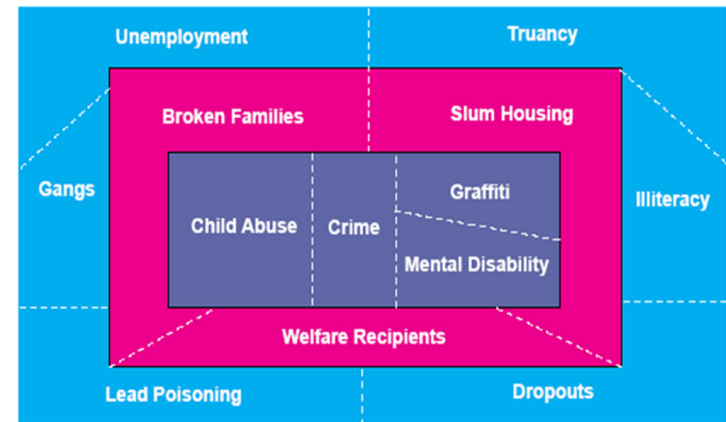


Figure 15: Need-Based approach graphic

A need-based approach, though often well meaning, focuses on a problem or problems that needed fixing, reinforces a posture of dependence for the community. It promotes a goals-outcomes based lens for support and determination of effectiveness. Funders seek results whether those results are affecting meaningful and long-lasting and sustainable change. This raises two of the core elements of sustainable community development, economy and equity. The third element, environment, is not centrally addressed in the main of ABCD but is still relevant for long-term sustainability, when considering the health effects of a community. For purposes of this Plan only the economy and equity aspects of sustainable community development are being considered. The needs-based approach effectively dismisses the capabilities and capacities of the existing community. In contrast an asset-based approach goes first to the community to find is resource. (Mathie & Cunningham, 2003)



## Assets-based Approach

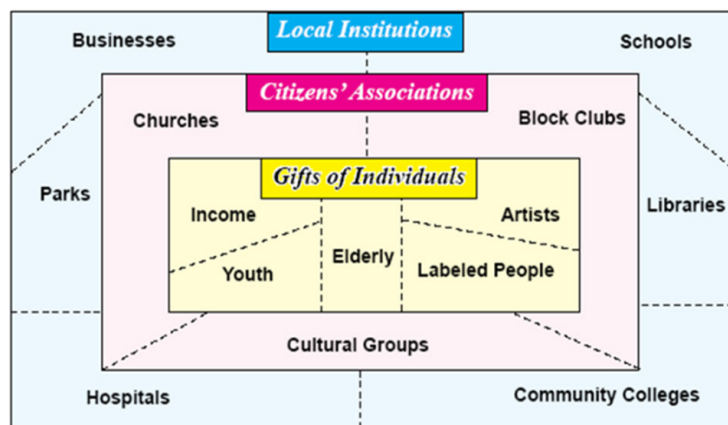


Figure 16: Asset-Based approach graphic

An assets-based approach serves to first strengthen and magnify the impact of the half of the cup that is full. By this the community is strengthened and equipped to consider how they can address their identified needs. Using these assets, they can move on to consider what additional outside supports or institutional help is needed to accomplish community identified goals. Success is measured by the degree to which the community is coalescing around community identified assets to address community identified needs. Success is also measured by the degree of control and influence the community has in determining its future compared to other outside influences. McKnight & Kretzmann's research discovered four key findings about how residents initiated and sustained change at the local level. These findings had to do with: personal local scale, six principle resources for productive neighborhoods, ABCD framework characteristics, and methods for engaging outside organizations. (McKnight, 2017)

## How ABCD Works

McKnight & Kretzmann's findings formed the six core practices of ABCD. First, human connectedness at the most basic level or scale is a critical factor in affecting change on the local level. These principles have been applied internationally but its implementation always begins at a local scale with local actors. Without the basic "connective tissue" of personal relationships on the local scale ABCD will not be

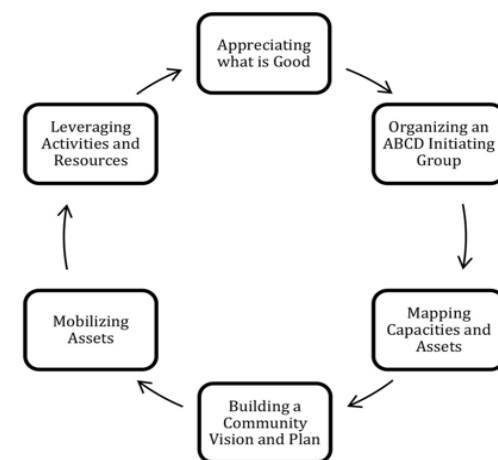


Figure 17: ABCD Process

(Source: Gough, 2019)

effective. Next are the principal local resources that generate productive neighborhoods there became the ABCD Institute's six principles: Individual Resident Capacities (or civic capacity\*), the role of Local Associations, Neighborhood Institutions, for instance business, not-for-profits and governmental entities, etc., Physical Assets, like land, buildings, infrastructure, etc., Exchange between Neighbors, such as informal giving, sharing, trading, bartering, exchanging, buying and selling and the like, and finally Stories. Three ABCD characteristics that are critical to the success of the model, according to McKnight (2017), is that it is simple, usable and has universal applications (even beyond local neighborhoods). His research revealed three key steps in seeking to determine common methods for these successful community transformations. What he found in common was that they all identified local assets, connect unconnected assets and identified an initiating connector,

*\* A long-term goal of community-based planning is to build civic capacity. Sun & Anderson (2012, p. 316) describe civic capacity as "...the capacity of coalitions to mobilize different sectors of the community to engage in civic ventures." Therefore, civic capacity is community-level involvement in resolving public issues.*





whether it was a group or an individual. When local groups engaged with organizations outside their community, they had to consider three questions as they planned for this interaction. First, what can we produce with the assets in our neighborhood? Then what can we produce with our assets and outside resources? So that finally the community would ask of themselves: what are they not be able to produce that requires outside resources to accomplish? These outside organizations can then become additional assets, available to the group. From their findings the ABCD Institute identified an effective process that enables the groups to maintain control of the input from and their interactions with outside institutions. It also serves to define clear lines of engagement for those interactions (McKnight, 2017). These institutions are primarily needs-based organizations that play a role when asked, within the framework of community-identified needs. There is, therefore, a role for needs-based approaches. The ABCD framework does not look at the need as its starting place for development. In fact, in this model the opposite is true, needs identification comes in at the end of the process (Ennis & West, 2010).

### *Storytelling*

One element that stands out among the six core practices is the importance of long-term residents telling their stories. Storytelling plays a foundational role in the ABCD process. Equally important is the need to preserve those stories and capture them as assets for current and future generations of residents. Storytelling is associated with Appreciative Inquiry which comes from business, initially, promotes positive change through highlighting “peak experiences and successes of the past.” It draws out memories through use of interviews to encourage the telling of stories. These stories not only have historical significance within the community but the process also provides an opportunity to identify gifts and personal contacts with other who share residents concern and interests. All this information, or data, can be used by the community connectors to determine commonalities that can be community building assets themselves, though they may not be generally known. This process helps in “locating the energy for change” to quote the title of a book by Charles Elliott (1999) on conducting Appreciative Inquiry. A group of

individuals acting as organizing connector can then capture this information through listening to and reviewing individual responses to interview prompts. Once captured the community can be connected to others with similar concerns and interests to work together for support and change. There is a lot that can be accomplished from simply listening to the stories of your neighbors. (Paul-Cook, n.d.)

### *Strength-based Practices*

ABCD being strength-based refers to the assumption that all people have strengths and capacities, assets, that can be transformative for their lives. There are two major foci of a strength-based approach – internal looking and external looking. The internal looking aspects relate to an individual or communities’ sense of agency while the external looking refers to outside structures. Critics of strength-based practices view the external aspects of this approach as “getting lost” in the process (Ennis & West, 2010) and that strength-based approaches don’t go far enough in pushing back on those outside institutional players. Despite its detractors, strength-based elements of the ABCD model contribute to a process that develops trust and promotes community ownership.

### *Commercial Corridor Planning*

In the article *New Life for Suburban Strips* (2001), commenting on the book *Ten Principles for Reinventing America’s Suburban Strips*, the writer describes what commercial corridor planning seeks achieve by saying “...the most effective ways to reinvent retail strip development by setting principles that chart a course for future use.” The competitive position the suburban strip mall once had is eroding and will continue to erode over time. These centers will have to re-imagine a new role, become more competitive and reconfigure their buildings.

The Urban Land Institute (ULI) sponsored a smart growth charrette to consider these issues and come up with specific land use and growth management solutions to address these issues. They derived ten principles for



how to accomplish this objective – Ignite Leadership and Nurture Partnership, Anticipate Evolution, Know the Market, Prune Back Retail-Zoned Land, Establish Pulse Nodes of Development, Tame the Traffic, Create the Place, Diversify the Character, Eradicate the Ugliness, and Put Your Money (and Regulations) Where Your Policy Is. Though focused on suburban strip malls these principles are relevant to suburban retail establishments in general. These commercial corridor development principles were developed “... to accommodate growth that enhance[s] the economy, protect[s] the environment, and preserve[s] and improves a community’s quality of life (Beyard & Pawlukiewicz, 2001)..

**The Main Street Approach**

“The Main Street Approach™ (MSA) offers community-based revitalization initiatives with a practical, adaptable framework for downtown transformation that is easily tailored to local conditions. (“MSA website,” n.d.)” The approach is built around “Transformational Strategies” (a deliberate path of revitalization). These strategies are focused on four points – Economic Vitality, Design, Organization and Promotion (See Figure 18).

The Design Point has to do with the visual impact of the built environment on a community. The Organization builds on a foundation of continued community involvement, partnership and resource sharing to sustain the vision of community development. The Promotion Point serves to posture the corridor as a hub of economic activity while highlighting a positive image of the community to the surrounding area. (“MSA website,” n.d.)

*Table 1: Relating Commercial Corridor Planning Principles & MSA Points*

Economic Vitality	Design	Organization	Promotion
<ul style="list-style-type: none"> <li>• Know the Market</li> <li>• Establish Pulse Nodes of Development</li> </ul>	<ul style="list-style-type: none"> <li>• Prune Back Retail-Zoned Land</li> <li>• Tame the Traffic</li> <li>• Eradicate the Ugliness</li> </ul>	<ul style="list-style-type: none"> <li>• Ignite Leadership and Nurture Partnership</li> <li>• Put Your Money (and Regulations) Where Your Policy Is</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipate Evolution</li> <li>• Diversify the Character</li> </ul>
	<ul style="list-style-type: none"> <li>• Create the Place</li> </ul>		

The ULI principles offer a helpful rubric for evaluating each of the Main Street Transformational Strategy principles. Combined it provides a way to think about how to plan for the future of a community as well as a means for determining whether the community is meeting the goals for each of the Main Street points.



Figure 18: Main Street Transformation Strategy Points.  
(Source: “MSA website,” n.d.)

Economic Vitality leverages economic tools to help both new and existing businesses, catalyze property development and creates a supportive environment for entrepreneurs to thrive and grow and drive their local economies.



## IV. FINDINGS

### Market Analysis Definitions:

**Supply:** Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded.

**Demand:** Demand (retail potential) estimates the expected amount spent by consumers at retail establishments.

**The Leakage/Surplus (L/S) Factor:** The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus).

**Leakage:** A positive value represents 'leakage' of retail opportunity outside the trade area. Leakage represents consumer spending that occurs outside of a market area due to insufficient supply inside the market.

**Surplus** A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. Surplus in an area represents a condition where supply exceeds the area's demand.

**The Retail Gap:** The Retail Gap represents the difference between Retail Potential and Retail Sales.

**Trade Area:** The geographic area that represents the largest customer base for a community (U of Wisconsin Ext, 2011, p. 1).

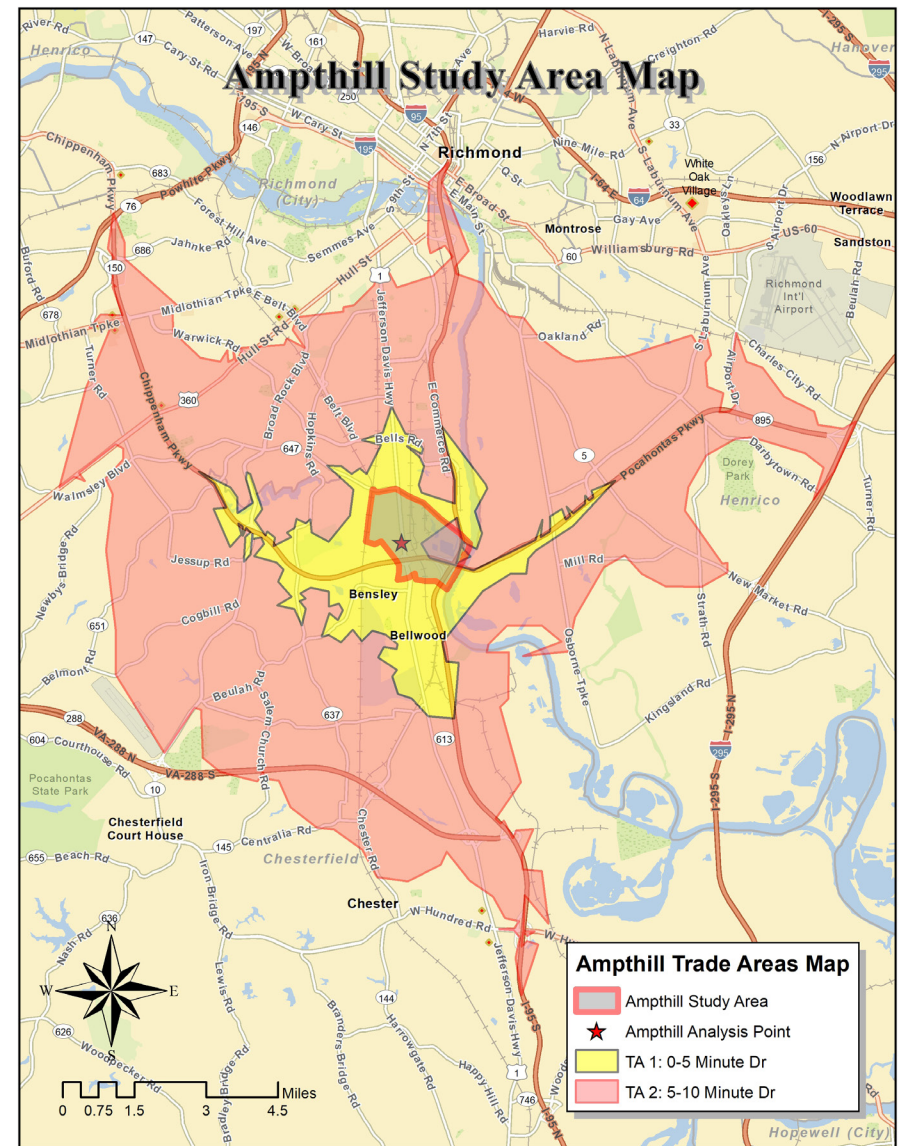
Source: ESRI, 2019; McKay, 2017

This section details and analyzes the results of a Retail Market Analysis conducted for the Ampthill Trade Area. The results will inform the Recommendations in Section 5.

#### Analysis Methodology.

A Retail Market Analysis was conducted using ESRI's Business Analysis (BA) software. First, trade areas were established that surround the Study Area based on a 0 to 5-minute drive time (TA1) and a 5 to 10-minute drive time (TA2) using the BA software (Figure 19). A third area was also established based on a 0 to 10-minute drive time (TA3). Its purpose was to provide an overall context for evaluating and checking the results of the market analysis findings. These drive times capture the market for convenience goods and/or shopping goods.

Trade Areas were established based on the drive-times from a point near a vacant lot identified in the North Jefferson Davis Special Area Plan (2018). The BA program analyzed and generated a report of the area's Demand, Supply, Retail Gap, and Leakage/Surplus (L/S) Factor along with the number of businesses within the Trade areas (McKay, 2017; "Mrkt Analysis,"





2019). The report was based on an analysis of estimated consumer spending and business revenues from ESRI’s Infogroup business database. These business metrics provided a measure of retail demand/potential and supply/sales. Data was also used from the Census Bureau’s Non-Employer Statistics (NES) division to assist in supply estimates. All estimates of market supply are from business receipts (net of sales taxes, refunds, and returns) related to the sales of merchandise. The annual Consumer Expenditure Surveys (CEX) from the Bureau of Labor Statistics’ is used to estimate consumer spending (“Consumer Expenditure Survey,” n.d.).

The markets health is measured by a comparison of estimated potential expenditures and estimated retail sales within the area. This represents the areas supply and demand. They are measured together as a single L/S Factor (McKay, 2017). If retailers from outside the Trade Area are fulfilling the demand potential of the area the market is identified as “leaking” demand. This

leakage represents spending potential that can be captured by new and existing businesses.

### Retail Market Analysis

A Retail Market Analysis was conducted for the Ampthill Commercial Corridor. The analysis results are organized into Leakage/Surplus Factor Ranges described in Table 2 on the following page and summarized in Table 3. These designations represent natural groupings produced by the BA Retail Market Analysis. This provided a means of organizing establishments by similar Leakage/Surplus Factors and Subsector/Groups for

Table 2: Leakage/ Surplus Factor Ranges

Abr.	Description	Range
CL	Complete Leakage	+100
NCL	Near Complete Leakage	+70-89.9
EL	Elevated Leakage	+40-69.9
L	Leakage	+10-39.9
NBL	Near Balanced Leakage	+1-9.9
B	Balanced	0
NBS	Near Balanced Surplus	-1-9.9
S	Surplus	-10-39.9
ES	Elevated Surplus	-40-69.9
NCS	Near Complete Surplus	-70-99.9
CS	Complete Surplus	-100

Source: “Leakage/Surplus Factor,” 2018, p. 1

Table 3: Ampthill Market Profile Comparison Results


2017 Industry Sectors/Subsectors	NAICS	Study Area		Trade Area 1 (0-5 min drive)		Trade Area 2 (5-10 min drive)	
		L/S Factor	Bus.	L/S Factor	Bus.	L/S Factor	Bus.
Total Retail Trade Sector	44-45	ES	18	S	90	L	309
*Total Food & Drink Sector	722	L	2	S	34	NBL	136
<b>Retail Trade Subsectors:</b>							
Motor Vehicle & Parts Dealers	441	ES	6	NBS	26	NBL	91
Furniture & Home Furnishings Stores	442	S	1	L	5	S	15
Electronics & Appliance Stores	443	ES	2	L	4	EL	8
Bldg. Materials, Garden Equip. & Supply Stores	444	NCS	3	ES	5	L	20
**Food & Beverage Stores	445	ES	2	S	16	NBL	65
*Health & Personal Care	446, 4461	CL	0	ES	1	NBS	13
Gasoline Stations	447, 4471	NCS	3	S	10	NBS	29
*Clothing & Clothing Accessories Stores	448	CL	0	L	7	NCL	11
*Sporting Goods, Hobby, Book & Music Stores	451	CL	0	NCL	2	NCL	5
*General Merchandise Stores	452	NCL	1	L	8	NCL	18
*Miscellaneous Store Retailers	453	CL	0	NBL	7	EL	26
*Non-store Retailers	454	CL	0	CL	0	L	7
<b>Food &amp; Drink Subsector:</b>							
*Food Services & Drinking Places	722	L	2	S	34	NBL	136
Total Number of Businesses:			20		124		445

\*Italics – Potential Industry Sector/Subsector growth opportunity

\*\* – Potential growth opportunity from an Industry Group within the Subsector.

(Source: “Leakage/Surplus Factor,” 2018, p. 1)





## Potential Industry Group Examples

### Retail Trade Subsectors

#### *Food & Beverage Stores*

##### 1. Specialty Food Stores like

- Meat Markets
- Fish and Seafood Markets
- Fruit and Vegetable Markets, etc.

##### 2. Beer, Wine & Liquor Stores

##### 3. *Health & Personal Care*

- Pharmacies and Drug Stores
- Cosmetics, Beauty Supplies, and Perfume Stores
- Optical Goods Stores, etc.

##### 4. *Clothing & Clothing Accessories Stores*

- Clothing Stores
- Shoe Stores
- Jewelry, Luggage, and Leather Goods Stores, etc.

##### 5. *Sporting Goods, Hobby, Book & Music Stores*

##### 6. *General Merchandise Stores*

- Department Stores
- Warehouse Clubs and Supercenters.

Source: "Industries at a Glance," 2019

analysis. Retail establishments were classified into 27 Industry Groups in the Retail Trade Sector/Subsectors, as well as four Industry Groups within the Food Services & Drinking Establishments Sector/Subsector. The results, by Trade or Study Area, were compared to each other to ascertain general leakage patterns between the Study Area, the two Trade Areas and beyond. From this analysis nine Subsector Groups were found to have leakages within the Study Area. Below is a detailed summary of the findings for the Subsectors that demonstrated the greatest leakages and the possible (general) movement of sales based on Leakage/Surpluses between neighboring Trade Areas. These Subsectors represent retail opportunities along the Amptill Commercial Corridor ("Industries at a Glance," 2019; "Mrkt Analysis," 2019):

Food & Beverage Stores Subsector: There is an Elevated Surplus within the Study Area for this Subsector. However, The Specialty Food Stores and Beer, Wine & Liquor Stores Groups

shows a Complete Leakage from the Study Area. The Specialty Food Stores appears to leak out of both Trade Areas while the Beer, Wine & Liquor Stores Group appears to leak into TA1 from the Study Area and TA2.

Health & Personal Care Stores Subsector/Group: There is a Complete Leakage from this Subsector/Group. Sales leak into TA1 from the Study Area. This leakage is driven by the absence of any Business Establishments. TA2 has an Elevated Surplus of sales from one Business Establishment, while there are more (13 times more) Establishments in TA2, which has a Near Balanced Surplus.

Clothing & Clothing Accessories Stores Subsector: There is a Complete Leakage within the Study area, Leakage in TA1 and an Elevated Leakage in TA2. There are no Business Establishments from this Subsector within the Study Area.

Sporting Goods, Hobby, Book & Music Stores Subsector:

There is a Complete Leakage

## Potential Industry Group Examples

### 7. *Miscellaneous Store Retailers*

- Florists, Office Supplies, Stationery, and Gift Stores
- Gift, Novelty, and Souvenir Stores (Hallmark Store, Party City, etc.)
- Used Merchandise Stores
- Pet and Pet Supplies Stores
- Art Dealers, etc.

### 8. *Non-store Retailers*

- Electronic Shopping
- Electronic Auctions
- Mail-Order Houses
- Vending Machine Operators
- Fuel Dealers
- Other Direct Selling Establishments, etc.

### Food & Drink Subsector

#### 9. *Food Services & Drinking Places*

- Full-Service Restaurants
- Caterers
- Mobile Food Services
- Drinking Places (Alcoholic Beverages), etc.

Source: "Industries at a Glance," 2019



within the Study area and Elevated Leakages in TA1 and 2. Sales are leaked entirely out of all trade areas. There are no Business Establishments from this Subsector within the Study Area.

**General Merchandise Stores Subsector:** There is a Near Complete Leakage within the Study area, Leakage in TA1 and Near Complete Leakage in TA2. Sales are leaked entirely out of all trade area. There is only one Business Establishment from this Subsector within the Study Area.

**Miscellaneous Store Retailers Subsector:** There is a Complete Leakage within the Study area, Near Balanced Leakage in TA1 and Elevated Leakage in TA2. There is strong indication that sales are leaked into TA1 or entirely out of the area due to Surpluses and Near Balanced Surplus in the Used Merchandise Stores and Other Miscellaneous Store Retailers Industry Groups. Though there are no Business Establishments from this Subsector within the Study Area it appears that there are sales to be made within 5-minutes of the Study Area in both these Groups.

**Non-store Retailers Subsector:** There is a Complete Leakage in the Study Area and TA1 with Leakage in TA2. Sales Leakages appear to go outside the Study and Trade Areas. Vending Machine Operators appears to be the Industry Group that has experienced Elevated or Near Complete Surplus within 10-mins of the Study Area.

**Food Services & Drinking Places Subsector:** There is a Leakage within the Study Area driven by Complete Leakages in Special Food Services and Drinking Places - Alcoholic Beverages Industry Groups and Leakage from Restaurants/Other Eating Places within the area. TA1 has a Surplus of this Subsector Groups driven by a Surplus in the Special Food Services and Drinking Places - Alcoholic Beverages Industry Groups. However, this Subsector also has Surplus in TA1 for the Restaurants/Other Eating Places Industry Groups as well as TA2's Drinking Places - Alcoholic Beverages Industry Groups. There are far more Restaurants/Other Eating Places Establishments within both Trade Areas (160 to 2 in The Study Area), which likely contributes to the Surplus and Near Balance Leakages in those areas. Therefore,

Drinking Places - Alcoholic Beverages Industry Groups and Restaurants/Other Eating Places Industry Groups may be able to garner sales from Surpluses and Near Balanced Leakages in both TA1 and TA2. There is potential to have viable Business Establishments within the Study Area.

It should be noted that there are small businesses conducting sales in the international flea market that were not picked up in the market analysis' data. Future commercial and community development efforts should evaluate the market impact of these vendors. Specific attention should be given to regional Latino markets through a competing commercial districts market analysis as a follow on to this plan.

The movement of sales between Trade Areas based on Leakage/Surplus analysis provides the County with areas and businesses to target for qualitative and further quantitative research in support of a future commercial corridor development plan. This movement analysis does not provide specific competitive commercial areas, however, through interviews a general idea of where competitive commercial centers are located can be ascertained. In these areas are the competitive businesses that have the retail and food & drink stores the Study Area residents patronize on a regular basis. By surveying and interviewing businesses and customers in these areas the County should identify important data concerning who is supporting the stores? Where they are from? Why customers shop there? Why vendors locate in that area and what they look for when considering a new location? Along with what is needed to attract these vendors to the Ampthill Study Area.

### ***Urban Design Analysis***

#### ***Building Condition Assessment***

A walking tour along the Study Area's business corridor was conducted to evaluate the exterior façade of the businesses. Most businesses are on the west side of the Jefferson Davis Hwy. The Dupont Spruance Plant facilities were not evaluated but condition of four buildings along the east side of the corridor were evaluated. All building conditions were assessed using the



Dunbar Criteria for Evaluating Building Conditions or “Dunbar Criteria” as a condition assessment tool.

The Dunbar Criteria. The Dunbar Criteria is a simplified evaluation tool that provides a building condition assessment of either Sound, Deteriorating or Dilapidated (VCU, 2011, pp. 15 & 16). The evaluation is based on observation and assessment of major and minor building elements grouped into two Classes (see sidebar), Multiple walking and driving tours of the area businesses were conducted to perform a visual assessment of each building’s condition (see Figure 20). Deteriorating buildings were those that had four minor deficiencies with at least one being in Class 1 or five of any intermediate deficiency. Any building having at least one major deficiency in Class two was evaluated as being Deteriorating. A Dilapidated building was an improved property with at least four intermediate deficiencies and at least one in Class 1, or one major deficiency in Class 1. Of the 35 buildings evaluated two (5.7%) were assessed as Deteriorating and four (11.4%) were determined to be Dilapidated. That left 29 buildings (82.9%) that were in Sound condition, according to the evaluation criteria (see Table 4). According to ULI's Commercial Corridor planning principles to meet area design goals and create a sense of Place investments must be made to repair deteriorated buildings and remove the dilapidated properties (Beyard & Pawlukiewicz, 2001).

Table 4: Building & Parking Condition Assessment

	Building Condition	Parking Lot Condition
Sound	82.9%	64.7%
Deteriorating	5.7%	11.8%
Dilapidated	11.4%	23.5%

Property Value Ratio Analysis

In addition to the condition assessment an analysis of the ratio of the value of improvements on properties to the value of the land was conducted. The analysis was conducted on the advice of retired Chesterfield County Director of Planning, Thomas Jacobson and produces a ratio that provides a measure of the degree to which a property is underused. The assessment was conduct-

ed by dividing the building value by the land value from the County parcel records. If the land value exceeds the building value, a factor of 1 or greater is produced. If the converse is true the property is considered underused and investigation in to the condition of property improvements or a comparison of lot size and use to the property improvement's condition should be evaluated. Table 5 lists the properties with low building to land value ratio. Of the 35 commercial properties evaluated along the corridor 14 had a factor less than 1 and were considered underused based on this assessment (See Figure 20). Of the 14 parcels considered underused, six were severely underused with a factor of less than 0.5, highlighted in yellow in Figure 20. Two of these severely underused parcels were unimproved and two had vacant buildings on them. One property had a Deteriorating building on it, while two other severely underused properties had Sound buildings on them. As with the Building Condition Analysis, maintenance, repair and major development investments must be made into these properties for them to contribute positively to the image of the area.

## Dunbar Criteria

*Building component defects are grouped as either Class 1 or 2 defects. The degrees of severity for building component defects in Table 4 are evaluated as either major, intermediate, minor or standard condition.*

**Class 1 Elements**

*Class 1 defects are deficiencies in vital exterior structural elements which render the structure inadequate detrimental, or unsafe with relations to its function and use. Building component items in Class 1 include structural elements like foundations, walls, windows and roofs.*

**Class 2 Elements**

*Class 2 defects include a combination of defects which are either less critical than Class 1 defects or relate to less important structural members like building and window trim, gutters and downspouts, porches and exterior stairways, chimneys and paint condition.*

*(Source: VCU, 2010, p. 17)*



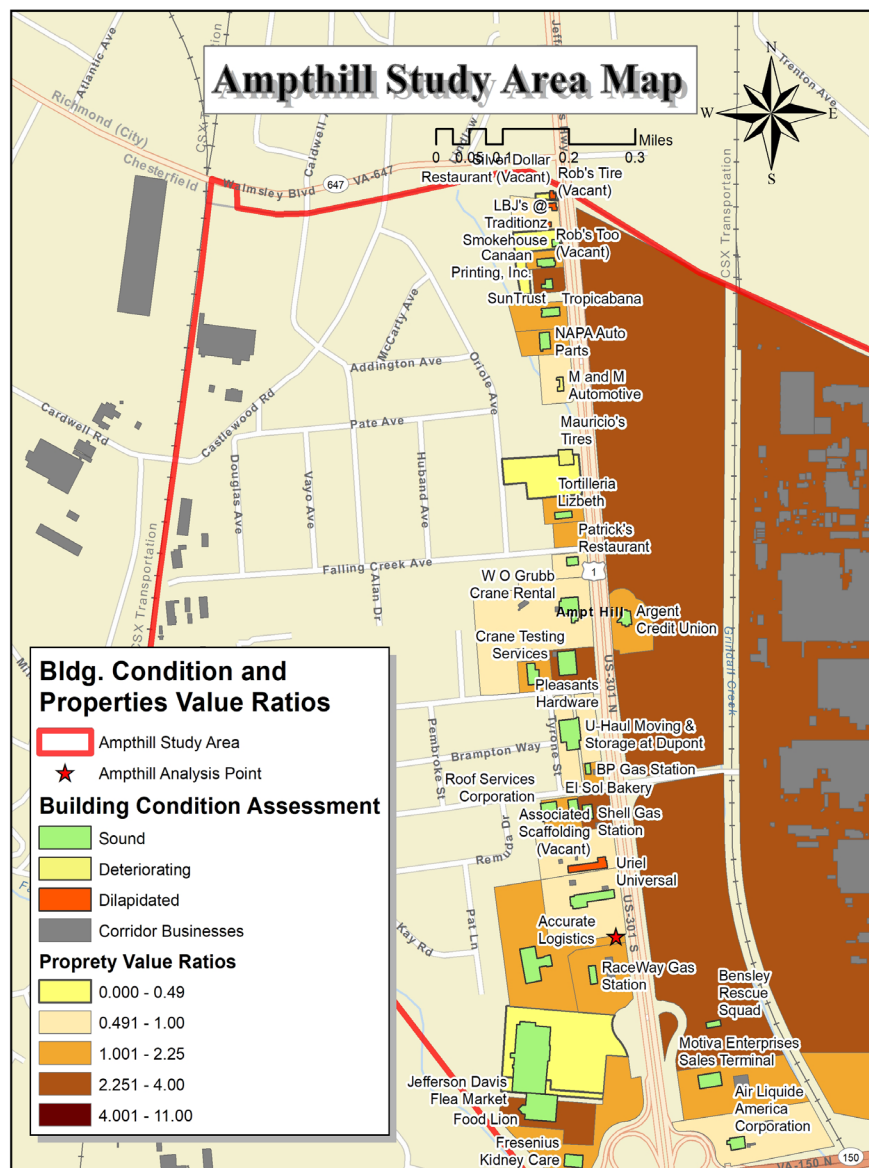


Figure 20: Amphthill Bldg. Condition & Property Value Ration Map

Table 5: Low Property Value Ratio List

Vacant Lot	M and M Automotive	Associated Scaffolding (Vacant)
Rob's Tire (Vacant)	Mauricio's Tires	Uriel Universal
LBJ's @ Traditionz Smokehouse	Patrick's Restaurant	Jefferson Davis Flea Market
Vacant Lot	W O Grubb Crane Rental	Air Liquide America Corporation
Canaan Printing, Inc.	U-Haul Moving & Storage at Dupont	

### Parking Lots Count & Condition & Lighting

A driving and walking tour of all parking lots along the Jefferson Davis Highway was conducted to determine a parking space count and assess the condition of parking areas around or near the Amphthill Area businesses. This assessment identified an estimated 983 total parking spaces including 34 handicapped parking spaces adjacent to 27 building in lots along the Jefferson Davis Corridor. The parking lot condition was rated using the Dunbar Criteria and summarized in Table 4 and illustrated in Figure 21. Of the 34 lots evaluated four (11.8%) were assessed as Deteriorating and eight (23.5%) were determined to be Dilapidated. The remaining lots, 22 (64.7%), were deemed to be in Sound condition needing little or no maintenance or repairs. The condition of the parking lots and operational paved surfaces are factors that contributed to lower Property Value Ratios for the majority of underused lots.

In general, most improved properties on this corridor are in Sound condition with about two-thirds of the corridor properties being in a Deteriorating or Dilapidated condition. There are no strip malls along the main highway in

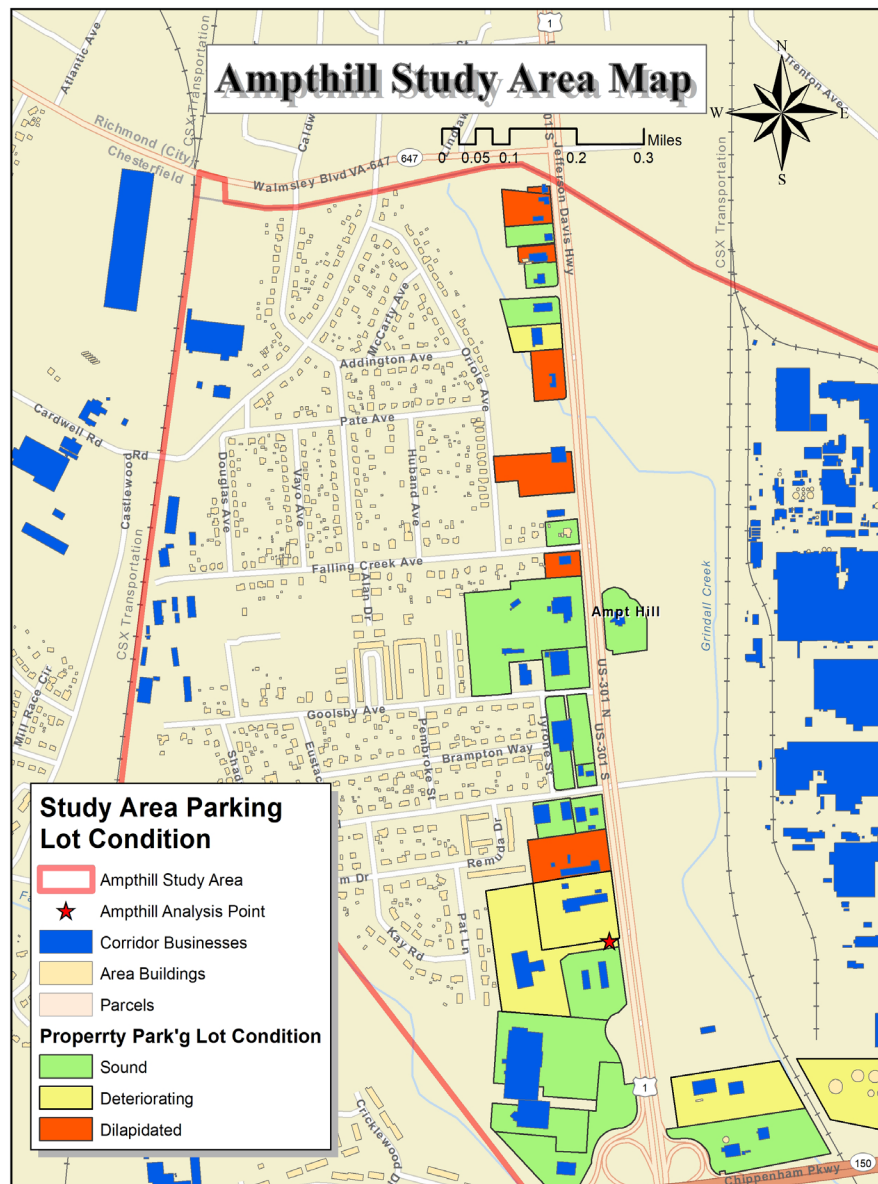


Figure 21: Amphill Parking Lot Condition Map

addition Retail and Food & Drink establishments are spread out with industrial type uses in between. Though there are many properties in relatively good condition the area is heavily influenced architecturally by the industrial look and feel of the area. It is further impacted negatively by the sparseness and limited nature of the retail and restaurants in the area.

Another observation from the walking tour was the lack of sidewalks on both sides of the Jefferson Davis Highway. Also observed was the deteriorating nature of the surface and subsurface storm drainage system along the western side of the highway and the amount of debris that was in the storm drain outfall into Grindall Creek in the north part of the highway. In addition, only two bus stops have site furniture and handicapped access. To improve the physical perception of the community, the area and a County gateway, the County should promote, as a minimum, the repair of failing storm water infrastructures, its regular clean up, the installation of sidewalks and the upgrade of area bus stops to have basic furniture.

### Interviews & MSA SWOT Analysis

#### Interview Approach

Seven interviews were conducted with a variety of community and organization representatives. The interviews were served to gauge general perceptions about the business climate of the commercial corridor along the Jefferson Davis, north of Chippenham Parkway, the Amphill Neighborhood. The intent was to get a "15,000 or 30,000-foot view" of area perceptions from people live, work and support the community and its business interests. This provides the County with a general view of area business opportunities and perceptions from a perspective of the organizations that work in and around the Amphill area. Questions asked were grouped according to the four Main Street America strategy points (Economic Vitality, Design, Organizations and Promotion) to align with the framework of this Plan. Interview participants were from area community and civic associations (3), Chesterfield County (3) and DuPont (1). They represent broad interests as diverse as resident concerns, community enhancement, economic development and planning, and a





large corporate interest. Attempts were made to interview a representative of the Hispanic business community but we were not successful in arranging a meeting.

*SWOT Analysis*

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is provided for each of the Main Street Transformational Strategy points to focus the Plan findings for future use as a community development tool (see Tables 7 through 11). The SWOT Analysis provides an evaluation of the internal and external factors affecting the Study Area. It identifies and summarizes the internal and external factors that positively or negatively affect the area's competitive advantage. It also summarizes those factors that tend to attract or detract from the area's prosperity.

*Economic Vitality*

When asked whether the community generally supports area businesses all but the representative from DuPont answered "Yes". The DuPont representative was not sure. She explained that her perception is that the employees generally used the gas stations on their way to work or on their way home, but did not think they use restaurants or other facilities (businesses). One respondent, who was also a resident of a nearby neighborhood, said she patronizes the print shop and gas stations. She went to the Food Lion infrequently (Debbie McNeil, 2019). Though she and the two other residents interviewed differed on the quality of one specific restaurant, they agreed that the restaurants on the corridor were generally not that good (Debbie McNeil, 2019; Hart & Hart, 2019; Marble, 2019a). When directly asked, most participants agreed that the community tends to spend their retail dollars outside the area. This finding highlights a clear contradiction in the consensus responses - that there is general support for area businesses but the same community does not generally spend their money within the area. The question of what the nature of this support is for area business emerges as a question to investigate. It seems apparent that some segment of the community supports the businesses that currently exist on the corridor. A question for further research then is

whether this support is primarily "moral"? Meaning a part of the community that doesn't spend their money within the community genuinely hopes for area businesses to do well. This question should be explored in future community development processes within Ampthill by the County.

Mr. Jim Bowling, a former County Planner, offered an insight that may point to how the area is segmented. He observed that the area was a draw for many within the Hispanic community because of what he described as "the corridor's rich Latino retail environment". He went on to state that non-Latino patrons seem to patronize Latino area businesses less frequently. His observations were supported by the other interviews (2019). This response, along with the other interview responses, suggests that there are competitive retail markets outside the Study Area that meet most of the needs of many area res-ident. The retail market analysis of this area supports this finding.

To understand, with a greater degree of specificity, where community dollars are going respondents were asked to identify possible areas outside the Study Area the community shopped in, these results are mapped at Figure 22. The main competitive Shopping Center locations identified were the Breckenridge, Stonebridge and Chesterfield Towne Center. Of the three shopping

Table 6: Most Identified Competitive Locations Outside Study Area

Competitive Shopping Area	Respondent Identification
Breckenridge Shopping Center	3x
Stonebridge Shopping Center	3x
Chesterfield Towne Center	3x
Meadowdale Shopping Center	2x
Meadowbrook Plaza	2x
Richmond Downtown	2x
Jefferson Davis Commercial Corridor	2x
Commerce Commercial Area	2x
The Shops at Stratford Hills	1x



Figure 22: Retail areas identified as competitive within the region

Table 7: MSA Strategy Point SWOT Analysis: *Economic Vitality*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Building values are higher than land values, on average</li> <li>- Major highways, arterial roads proximity</li> <li>- James River and Richmond proximity</li> <li>- Nearby employment centers</li> <li>- A supportive and growing Latino population</li> <li>- Latino-owned and operated restaurants and businesses</li> <li>- Latino entrepreneurial market/ecosystem</li> <li>- A shopping center that includes a Food Lion super-market</li> <li>- GRTC bus service from Richmond stops along this corridor</li> <li>- General supports for area businesses by the community</li> <li>- Gas stations</li> </ul>	<ul style="list-style-type: none"> <li>- The maintenance &amp; upkeep of properties</li> <li>- GRTC bus stops schedule (every 30 mins)</li> <li>- Unsafe pathway from the south for walkers and cyclist</li> <li>- Lack of multi-modal pathways into and through the area,</li> <li>- Lack of retail business variety</li> <li>- Lack of known retail brands, especially restaurants</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Nine Sector Groups with expansion potential</li> <li>- Possible support for 6 of 9 potential Industry Groups</li> <li>- Trade Areas Surpluses surrounding the Study Area</li> <li>- Potential housing market for young couples and lower-income families</li> <li>- County Enhancement loan programs being developed</li> <li>- General supports for area businesses by the community</li> <li>- Nearly 1700 DuPont Employees at the Spruance Plant and approx. 2,400 DSCR population</li> <li>- Diversity of the population</li> <li>- Retail environment for the Hispanic population</li> </ul>	<ul style="list-style-type: none"> <li>- Competitive retail markets outside the Study area</li> <li>- Retail sales leakages</li> <li>- The physical appearance and general state of disrepair</li> <li>- Perception of blight</li> <li>- Inadequate knowledge of County business requirements by Hispanic population</li> <li>- Different ideas of community standards</li> <li>- Increased time and expense for highway improvements due to non-County management.</li> <li>- Inadequate maintenance of lights and drainage along the Jefferson Davis Hwy</li> <li>- The area is built for industry</li> </ul>





areas identified, Stonebridge was the only one that was within Trade Area 2. All but three of these shopping centers were outside the Trade Area 2 10-minute drive times. The full list is shown in Table 6. These findings are consistent with the market analysis leakage comparison. Future community development efforts should explore these and other competitive commercial markets to better understand what draws customers to these areas.

Of the nine Industry Groups identified as potential Study Area establishments from the market analysis, Specialty Foods Stores, Beer, Wine & Liquor Stores, Department Stores (like Marshall's, Ollie's, Gabe's, etc.) were identified by those interviewed as the ones that would most likely to be supported by their respective communities.

In addition, Full-Service Restaurants, Health & Personal Care Stores, and Sporting Goods Stores were in the second group of establishments identified by participants. ABC Stores and Night Clubs were discouraged by a few of the respondents as there is an ABC Store in nearby Meadowbrook Plaza Shopping Center (Elder, 2019; Marble, 2019a). Community leaders interviewed expressed the desire to have a sense of place and the need to promote the strong sense of family the area has always reflected. There was a sense of opportunity for area business development and a general expectancy for the area's future. This sense of place is one of the ULI principles and directly relates to the role of Design in the process of strengthening communities, especially those in transition (Beyard & Pawlukiewicz, 2001).

## Physical Factors Negatively Affecting the Corridor

*The following are physical factors mentioned at least twice by Plan interview participants:*

- Maintenance and upkeep
- Lack of County investment.
- Lack of landscaping
- Study Area Street patterns
- Lack of sidewalks and pathways
- The physical appearance
- Perception of blight
- The area is built for industry

## Design

When asked about the physical factors negatively affecting the business community, respondents mentioned several factors at least twice during the interviews (see sidebar). The main negative factor mentioned was the maintenance and upkeep of properties along the corridor. The top factors that would encourage support for area businesses according to the interviewees was the diversity of the area and the existing hardware store. The hardware store was mentioned by two resident participants and was viewed by one as a place they felt "comfortable in". That merchant was characterized as a "hub" for the area by the other (Hart & Hart, 2019; Marble, 2019a). The other factor mentioned most was recent code enforcement efforts by the County. According to the interview with Mr. Daniel Cohen, the County's Director of Community Enhancement, the County is using code enforcement as a means of informing corridor businesses of incentive opportunities to address code violations through the area's Technology Zone designation. According to Mr. Cohen and the DuPont representative these efforts have been very successful (Cohen, 2019; Debbie McNeil, 2019). Finally, ease of access to Richmond and major roadways were viewed by respondents as a primary strength of the area in general.

When interview participants were asked for factors that would attract the potential business types from the retail market analysis (Table 3), almost all said more "roof tops" or housing in the area is needed to support current and attract future business development. It should be noted that the housing market dynamics of the Study Area is not a part of this Plan. However, this information is included due to the consistent mention of the need for more housing to drive commercial development. One resident leader said that this area would be a great market for young couples who want to move out of the city to raise children and enter the housing market while still having quick access to Richmond for work and area attractions (Marble, 2019b). The other two resident respondents shared a story of a man to whom they were selling their house to in Amptill who grew up in Shady Hill a trailer park located south of the Study Area. While visiting the prospective residence he saw



Table 8: MSA Strategy Point SWOT Analysis: **Design**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Access to &amp; from major highways and arterial road</li> <li>- Access to recreational activities like Falling Creek, the James River and Richmond</li> <li>- Orderly movement of Jefferson Davis Hwy traffic</li> <li>- Buildings are generally sound</li> </ul>	<ul style="list-style-type: none"> <li>- Heavy auto infrastructure orientation</li> <li>- Industrial building &amp; street design</li> <li>- Age of buildings</li> <li>- Deteriorating and dilapidated buildings</li> <li>- Vacant Lots</li> <li>- The maintenance &amp; upkeep of properties</li> <li>- Minimal street furniture for bus stops</li> <li>- Poor lighting along Jefferson Davis</li> <li>- Drainage along the southbound lanes</li> <li>- Unsafe pathway from the south for walkers and cyclist</li> <li>- Insufficient bike &amp; pedestrian pathways,</li> <li>- Lack of landscaping</li> <li>- Poor study Area street patterns</li> <li>- Unsafe intersection crossings</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Increase housing units in the Study Area</li> <li>- Use of C-5 Zoning for greater mixed-use development</li> <li>- County Enhancement loan programs being developed</li> <li>- Potential for infill development of vacant lots</li> <li>- Developing a common standard for maint. &amp; repair of deteriorated and dilapidated buildings</li> <li>- Architecture review standards for the corridor</li> <li>- Street lighting, access, traffic calming and drainage improvements</li> <li>- County Dept of Trans sidewalk (&amp; bicycle) improvement project</li> <li>- Infill development potential at unimproved properties.</li> </ul>	<ul style="list-style-type: none"> <li>- The physical appearance</li> <li>- Perception of blight</li> <li>- Potentially longer time and greater expense to do highway improvements due to Hwy being Federal</li> <li>- Inadequate maintenance of lights and drainage along the Jefferson Davis Hwy</li> <li>- The area is built for industry</li> </ul>

another man that he knew from his days growing up in Shady Hill. He went on to find out that this friend was living in the same neighborhood not far from the house he was considering (Hart & Hart, 2019). Though an anecdote,

it illustrates the possibility of a market for lower-income members of the community to enter the area housing market. A specific study and analysis of the housing market should be conducted. The number of housing units the area could support and how many housing units are necessary to attract more businesses should be explored in more detail.

#### *Organizations*

Interviews indicated that there are currently no organizations focused primarily on the Amphill Commercial Corridor businesses that resides within the Study Area. The only community organizations that are within the Study area are the Amphill Civic Association (ACA) and the DuPont Community Advisory Panel (CAP). Currently, these groups are not focused on corridor commercial development. Their focus is, in general, community development and community relations, respectively. Kim Marble, the immediate past president of the (former) Jefferson Davis Hwy Association (JDHA), now Jefferson Davis Association (JDA), and a resident of the Bensley Neighborhood (a neighborhood south of the Study Area), said in her interview that the Amphill area needs a "central hub" and organizational leader to function as a contact and conduit with the County, likely

## Businesses that have Demonstrated Corridor Support

*The following are businesses that have participated in joint activities with area community organizations in the past. These represent potential partners to promote the area and organize area businesses:*

- **Pleasant's Hardware store** (a potential area organizational leader)
- **LS Lee** - Specializes in Highway Safety Products Construction
- **DuPont/Spruance Site** - Participated in NNO activities through their CAP; mentioned as an area stabilizing influence.
- **WO Grubb** - has helped with area clean up and improved their property at community request.





Community Enhancement office. She envisions social entrepreneurship that "builds a business to solve a need" within the area (2019a).

Interview responses indicated a willingness by area businesses to lend support to community efforts and activities (see sidebar). Based on this feedback there is the potential for greater participation in the JDA by area businesses to help it be the central hub Mrs. Marble spoke of. The JDA was formed as a result of the 1993 Jefferson Davis Special Area Plan to provide business development for the entire Jefferson Davis Corridor. According to Mrs. Ree Hart with the ACA and a JDA board member for many years, the JDA has been instrumental in business and economic development along the Jefferson Davis Commercial Corridor since its inception. The group's efforts have focused on the south part of the Special Area and has moved slowly north with growth mostly in the Route 10 area. Its focus in more recent years has been on the area from State Route 288 northward. Mrs. Hart stated that the JDA has helped to secure an Enterprise Zone designation for the Jefferson Davis commercial corridor which brought four hundred million dollars to the area. JDA has acted as a small business incubator and worked with non-profits and investors to promote better housing and services for the area. There accomplishments also include well as working with the General Assembly to secure an Historic designation for Route 1. However, Mrs. Hart agrees with several other interviewees, that believe the JDA has strayed from its original purpose and vision having lost board members in recent years. She believes the JDA needs to be strengthened. She recommended that the JDA appoint a board member as a liaison with the Amptill Civic Association. That board member should be a business owner from the Amptill area. Promotion of the JDA as the recognized hub for business and community development can bring increased development opportunities specifically for the Amptill neighborhood (personal communication, April 23, 2019).

Mrs. Hart also noted that the JDA does not have many small ("mom & pop") businesses in its membership, though she said that some larger companies from Amptill do participate. She acknowledged that it has been difficult

to get smaller business owners to join, noting that most small businesses don't own property on the Corridor. According to her most small businesses lease from out of town/out of the area, landlords. For this reason, they may not be interested in joining the JDA. She sees the lack of information about the JDA and what it can offer area businesses as another reason for non-participation. According to her, having a County business development liaison in the area on a regular basis would be a good idea. Apparently, the County funded a similar position using Community Development Block Grants (CDBG) in the past. This person was able to visit area businesses, offer assistance, promote the JDA and provide support for improvements along the Corridor. She also sees a role for the County Economic Development Department in promoting Amptill businesses during their recruitment efforts and other business contacts they interact with in the County (personal communication, April 23, 2019).

Interview participants also saw the role of County Government in providing incentives to encourage business development and zoning adjustments that still provides clear direction for developers and businesses. An example of restrictions was the over use of the C-5 zoning district, which was described by Mr. Bowling as a designation that allowed a wide variety of heavy commercial and light to moderate industrial uses. He noted that the recently adopted Northern Jefferson Davis Special Area Plan encourages more, less intense, neighborhood-oriented uses within the Study Area, to better serve area residents. This may be accomplished by adding a "mixed-use" designation to the C-5 zoning district, to encourage C-5 zoned properties to be developed or redeveloped for less intense commercial uses in exchange for allowing integrated residential uses (2019). In this way the County is becoming, as one respondent put it, "...more promoting of the area".

A growing Hispanic community is projected to exceed 30% of the area population by 2023 ("Mrkt Analysis," 2019). In addition, Latino businesses are a primary sustainer of the retail and food & drink businesses within the community. For a changing community like Amptill, fostering mutual understanding of the different constituencies is vital to its growth, devel-



opment and sustainability. Ampthill would benefit greatly from community strengthening using an asset-based community development (ABCD) perspective. ABCD efforts have been conducted in many changing neighborhoods throughout the Richmond Metro area. Embrace Richmond is a group using the ABCD method in these neighborhoods. They would be able to facilitate the process to encourage understanding. Their support of transitioning communities helped navigate unanticipated change while identifying, documenting and incorporating neighborhood histories into actions leading to change. These activities serve to inform newer residents as the community works together towards their mutual benefit, using the assets that exist to mobilize the area toward the a common vision for the future.

Table 9: MSA Strategy Point SWOT Analysis: **Organization**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- There is a community organization within the Study Area</li> <li>- Involved neighborhood</li> <li>- A supportive and growing Latino population</li> <li>- A thriving Latino population</li> <li>- A willingness by area businesses to lend support to community efforts and activities</li> <li>- Generally good relationships between commercial/business entities and residents</li> <li>- Emergency services within the Study Area</li> </ul>	<ul style="list-style-type: none"> <li>- Currently no organization focused on community business development</li> <li>- No central Hispanic business or community organization or group within the Study Area</li> <li>- Cross-cultural awareness within the community</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- A supportive and growing Latino population</li> <li>- Perception of the hardware store as a hub for the community</li> <li>- County Government providing business loans and incentives</li> <li>- Zoning adjustments</li> <li>- The community is generally willing to embrace demographic changes</li> </ul>	<ul style="list-style-type: none"> <li>- Safety and security concerns and perceptions</li> <li>- Perception about the diversity of the population.</li> <li>- Cultural awareness deficiency</li> <li>- Language barriers</li> </ul>

### *Promotion*

All agreed that the area is viewed negatively within the region. The main reasons mentioned were the number of code violations, the types of businesses, the physical appearance of the businesses, the auto orientation of the area and a general perception of the area as bad or dangerous. Interviewees spoke of the area as a lower-income neighborhood that is diverse but historically neglected by the County government. Most acknowledge that the County has become more engaged in the community's development in recent years than it has in the past. Notwithstanding, they still believe the area is viewed differently than the rest of the County. Ree Hart, the president of the Ampthill Civic Association and area resident, reflected that "...people speak about (the area) without even knowing it" (2019)! These perceptions and realities respondents would like to change.

In addition to increasing the number of housing units in the area, interviewees pointed to factors like sidewalk and pathway improvements, area beautification, street light improvements and traffic calming as ways to reinforce a positive perception or image of the area. One challenge to addressing traffic concerns is the fact that Jefferson Davis Highway is a federal highway according to Mr. Cohen. As a result, there is more coordination through Virginia Department of Transportation (VDOT) to approve any enhancement and not only the County Transportation Department (CDOT). Therefore, the process of approving improvements would take longer. Though not a focus of this plan, housing unit increases through housing density, including mixed use development, should be considered in more detail by the County as a key factor to drive business development in Ampyhill. Debbie McNeil, DuPont's Community Manager, also discussed her thought that authentic Hispanic restaurants and tried-and-true brands of restaurant establishments, like Panera Bread or other fast food restaurants, would attract site personnel patronage for both lunch off site and for catering on site. This is especially true of DuPont's day time employees (2019). The consensus of all interviewees was that these improvements would make the area more marketable to businesses that might otherwise not consider the area.



Table 10: MSA Strategy Point SWOT Analysis: **Promotion**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Central location to the Richmond region</li> <li>- Proximity to major highways &amp; roads,</li> <li>- Proximity to cultural &amp; natural resources</li> <li>- Diverse neighborhood</li> <li>- One of the five Gateways to the County</li> <li>- Supportive and growing Latino population</li> <li>- Full-service grocery store</li> <li>- The largest international market in the area</li> <li>- GRTC bus service from Richmond stops along this corridor</li> <li>- A small number of properties (4) are vacant</li> <li>- A strong sense of family</li> </ul>	<ul style="list-style-type: none"> <li>- Area is viewed negatively</li> <li>- The dilapidated and poorly maintained drainage along the southbound lanes</li> <li>- Access to the area from the south is very unsafe for walkers and cyclist</li> <li>- Insufficient bike &amp; pedestrian infrastructure,</li> <li>- Lack of street furniture at bus stops</li> <li>- Unsafe highway crossing at intersections</li> <li>- The condition of commercial buildings and housing in the area               <ul style="list-style-type: none"> <li>* No businesses focused organizations</li> <li>* No central organizing hub for the area</li> <li>* No known restaurant chains</li> </ul> </li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Increased GRTC bus service frequency</li> <li>- A strong sense of family</li> <li>- A general expectancy for the area's future.</li> <li>- Education of business owners as a part of code enforcement actions</li> <li>- County efforts to improve the area</li> <li>- Street lighting, access, traffic calming and drainage improvement</li> <li>- The willingness of residents &amp; businesses to support each other</li> <li>- Promote patronage by DuPont employees</li> </ul>	<ul style="list-style-type: none"> <li>- (Mis-)perceptions about area changing demographic.</li> <li>- Perceptions about the area's safety</li> <li>- Code enforcement efforts by the County (particularly for the Hispanic population)</li> <li>- A general sense of neglect and lack of support by the County</li> <li>- Lack of regular meaningful contact between businesses, business leaders and the community</li> <li>- Lower-income housing perception of the area</li> <li>- Perception that restaurants on the corridor are generally not that good</li> </ul>





Table 11: SWOT Analysis Summary

Strengths	Weaknesses
<p>MSA: Economic, Organizational and Promotional potential</p> <ul style="list-style-type: none"> <li>- Proximity to major highways &amp; roads,</li> <li>- Diverse neighborhood</li> <li>- One of the five Gateways to the County</li> <li>- Supportive and growing Latino population</li> <li>- Full-service grocery store</li> <li>- GRTC bus service from Richmond stops along this corridor</li> <li>- A strong sense of family</li> <li>- Involved neighborhood</li> <li>- A supportive and growing Latino population</li> <li>- A thriving Latino population</li> <li>- A willingness by area businesses to lend support to community efforts and activities</li> <li>- Generally good relationships between commercial/business entities and residents</li> <li>- Buildings are generally sound</li> <li>- Latino entrepreneurial market/ecosystem</li> <li>- A shopping center that includes a Food Lion super-market</li> <li>- GRTC bus service from Richmond stops along this corridor</li> <li>- General supports for area businesses by the community</li> <li>- Gas stations</li> </ul>	<p>MSA: Design</p> <ul style="list-style-type: none"> <li>- Area is viewed negatively</li> <li>- The dilapidated and poorly maintained drainage along the southbound lanes</li> <li>- Insufficient bike &amp; pedestrian infrastructure,</li> <li>- Lack of street furniture at bus stops</li> <li>- No organization focused on community business development</li> <li>- No central Hispanic business or community organization or group</li> <li>- Cross-cultural awareness</li> <li>- Heavy auto infrastructure orientation</li> <li>- Industrial building &amp; street design</li> <li>- Deteriorating and dilapidated buildings</li> <li>- Vacant Lots</li> <li>- Drainage along the southbound lanes</li> <li>- Unsafe pathway from the south for walkers and cyclist</li> <li>- Competitive retail markets outside the Study area</li> <li>- Lack of retail business variety</li> <li>- Diversity of the population</li> </ul>

Table 11: SWOT Analysis Summary

Opportunities	Threats
<ul style="list-style-type: none"> <li>- A strong sense of family</li> <li>- A general expectancy for the area's future.</li> <li>- Education of business owners as a part of code enforcement actions</li> <li>- County efforts to improve the area</li> <li>- The willingness of residents &amp; businesses to support each other</li> <li>- A supportive and growing Latino population</li> <li>- Perception of the hardware store as a hub for the community</li> <li>- County Government providing business loans and incentives</li> <li>- Zoning adjustments</li> <li>- The community is generally willing to embrace demographic changes</li> <li>- Increase housing units in the Study Area</li> <li>- County Enhancement loan programs being developed</li> <li>- Potential for infill development of vacant lots and unimproved properties</li> <li>- Developing a common standard for maint. &amp; repair of deteriorated and dilapidated buildings</li> <li>- Architecture review standards for the corridor</li> <li>- County Dept of Trans sidewalk (&amp; bicycle) improvement project</li> <li>- Nine Sector Groups with expansion potential</li> <li>- Potential housing market for young couples and lower-income families</li> <li>- County Enhancement loan programs being developed</li> <li>- General supports for area businesses by the community</li> <li>- Retail environment for the Hispanic population</li> <li>- Nearly 1700 DuPont Employees</li> </ul>	<ul style="list-style-type: none"> <li>- (Mis-)perceptions about area changing demographic.</li> <li>- A general sense of neglect and lack of support by the County</li> <li>- Perception that restaurants on the corridor are generally not that good</li> <li>- Safety and security concerns and perceptions</li> <li>- Cultural awareness deficiency</li> <li>- Language barriers</li> <li>- The physical appearance</li> <li>- Perception of blight</li> <li>- Retail sales leakages</li> <li>- The physical appearance and general state of disrepair</li> <li>- Perception of blight</li> <li>- Inadequate knowledge of County business requirements by Hispanic population</li> <li>- Different ideas of community standards</li> <li>- Increased time and expense for highway improvements due to Federal ownership</li> <li>- Inadequate maintenance of lights and drainage along the Jefferson Davis Hwy</li> <li>- The area is built for industry</li> </ul>





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## V. RECOMMENDATIONS

### *“GET TO KNOW US”*

*Amphill*

#### Amphill Vision Statement

*Amphill is a culturally, generationally and economically diverse community with a strong sense of family and a robust variety of retail and food establishments. The businesses of the commercial corridor support community goals and residents support area businesses through regular partnerships and planning, patronage and mutually beneficial activities, fostering community cohesion, business growth and understanding. As a result surrounding communities to visit and...*

*“...Get to know us!”*

#### **Community Strengthening Goals**

*Goal 1: Build partnership and cooperation within the Amphill business community towards mutually beneficial goals.*

*Goal 2: Enhance community strength and partnerships around common goals and collective assets.*

*Goal 3: Encourage upkeep of properties and improve transportation access along the corridor.*

#### **Goal 1: Build partnership and cooperation within the Amphill business community towards mutually beneficial goals.**

This goal is focused on strengthening area businesses by encouraging direct and regular communication and activity focused on building a healthy business climate within Amphill. Together the Amphill business community can address the Retail and Food & Drink Group sales leakages identified in the market analysis. Through collaboration on common business interests and goals area businesses can provide support for existing businesses while attracting new businesses to offset the current industrial focus of the area. Finally, to sustain the economic vitality of the community the housing potential for the area must be explored to determine whether there is a market for the type of housing suggested in this Plan.

#### *Relevant Main Street America Principles (“MSA website,” n.d.):*

*Economic* – A vibrant business corridor must have a core of strong businesses while soliciting to attract new business prospects.

*Organization* – The organizational recommendations suggest who will oversee and guide the economic, design and promotional recommendations. The Amphill study area does not have a business association. For the Plan to be successful a business association partner to the Amphill Civic Association (ACA) will need to be established. By working together with motivated residents and government liaisons, this organization can be an engine to shape future plans for the area and champion them alongside ACA.

#### *Objective 1.1: Facilitate regular communication and support among the small and large Amphill businesses.*

Action 1.1.1: JDA recruit a business owner from the Amphill Commercial area as a board member whose primary role is to act as a liaison with the Amphill Civic Association.

Action 1.1.2: Place a County business development liaison on the Amphill corridor on a weekly to bi-weekly basis.



Action 1.1.3: Continue County efforts to educate new and small businesses on maintenance and repair incentive programs and assist in understanding County businesses requirements, timelines and processes.

*Objective 1.2: Support existing food and retail establishments while attracting new.*

Action 1.2.1: County conduct a housing market analysis and commercial corridor development plan for Amphill to ground future development strategy.

Action 1.2.2: JDA & ACA work with the County to develop a business development plan for the Amphill corridor that is focused on attracting businesses from the nine food and retail establishment groups experiencing sales leakages.

Action 1.2.3: Encourage area Community Colleges, training centers and workforce development centers to locate in the area to support large industries like DuPont (and Possibly DSCR & Altria).

Action 1.2.4: Explore opportunities to partner with the City of Richmond to attract cross boundary development that benefit both municipalities (i.e., the development of an abandoned 13-acre grocery store site in Richmond, just north of the Study Area, Manchester business development planning, etc.)

***Goal 2: Enhance community strength and partnerships around common goals and collective assets.***

This goal encourages the removal of barriers to cultivating mutual understanding and trust between business owners, community leaders and the community as a whole. It asks the community to focus attention on getting

to know its neighbors, old and new, business and resident, Anglo-American, African-American or Hispanic, as a foundation for mobilizing area assets toward both community and business development. As a community, Amphill must continue to adapt to the changing demographic of the area and become even more welcoming of its new neighbors.

*Relevant Main Street America Principles:*

*Organization* – The organizational recommendations suggest who will strengthen and support the overall community development for the area. By working together with motivated residents and government liaisons, a joint business and resident group can be an engine to shape future plans for the area and champion those plans in partnership with each other.

*Objective 2.1: Establish cross-cultural dialog among residents.*

Action 2.1.1: Build community trust and resilience through asset-based community development training and asset identification activity in partnership with ABCD or similar facilitation groups.

Action 2.1.2: Establish a Hispanic community liaison within the Amphill Civic Association to facilitate discussion and lead bridge-building among Latino residents.

*Objective 2.2: Foster business and residential collaboration to advance common goals for the community*

Action 2.2.1: Liaison from the JDA to Amphill regularly attend ACA meetings, at least once per quarter;

Action 2.2.2: JDA and ACA work with County Multicultural Services to assist in developing a focused outreach strategy to Hispanic businesses and residents to encourage active participation in both the groups.

Action 2.2.3: County Economic Development Office in promote



Amphill commercial area during recruitment efforts and when interacting with its contacts in the County.

***Goal 3: Encourage upkeep of properties and improve transportation access along the corridor.***

This goal encourages a common and consistent image standard as the commercial corridor grows and develops. To ensure that mutually agreed community standards are being maintained. It endeavors to counter the negative image of the area, reduce code violations, and to provide safe public transit, bicycle pathways and pedestrian access. By adding a "mixed-use" designation to the existing C-5 zoning districts, integrated residential uses can be incorporated into development or redevelopment alongside less intense commercial uses. To make room for new development consistent with the current Special Area Plan and future commercial corridor development community guidance. This goal also encourages the provision greater access to and from the area for work, shopping and envisions the connection of area pathways to regional, State and the East Coast Bikeway.

***Relevant Main Street America Principles:***

***Design*** – The vitality and prosperity of a commercial district is upheld in large part by its Design elements. These recommendations serve to enhance the first impressions that can encourage or discourage customers' patronage of merchant retail and food offerings. New retail use construction along with needed building and streetscape improvements can encourage shoppers to stay in the area longer, bringing more sales for area merchants.

***Promotion*** – These recommendations support physical promotion of the area and are intended to project an image of Amphill to existing and potential customers that emphasizes the area's strengths as a commercial corridor and community.

***Objective 3.1: Generate community development regulations and incentives consistent with the current Special Area Plan and future commercial corridor plans for this area.***

Action 3.1.1: Add a "mixed-use" designation to the C-5 zoning district.

Action 3.1.2: Leverage the proposed C-5 zoning district for infill development on lots with dilapidated buildings that are vacant and have the lowest property value ratios.

Action 3.1.3: Encourage development patterns that, over time, include higher density residences integrated with neighborhood commercial and employment uses.

***Objective 3.2: Improve the appearance of the corridor properties by developing a common image and development standard.***

Action 3.2.1: Repair deteriorating buildings along the commercial corridor.

Action 3.2.2: Establish community architectural standards for new construction, major renovations and infill development.

Action 3.2.3: Continue proactive long-term code enforcement efforts as a means to informing business owners about business incentive programs within the County.

Action 3.2.4: Increase housing units by encouraging developments with a mix of commercial and residential units as a part of infill development within the proposed C-5 (mix-use) zoning district.





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*Objective 3.3: Advocate for improved public transit options.*

- Action 3.3.1: Install protected sitting area at bus stops.
- Action 3.3.2: Provide handicapped accessibility at bus stops along Hwy 301/Rt 1.
- Action 3.3.3: Promote County transportation options like Chesterfield's *Access On Demand* program through the proposed County liaison, the ACA and print material at local businesses along Jefferson Davis Highway.

*Objective 3.4: Provide safe bicycle and pedestrian access along Jefferson Davis Hwy.*

- Action 3.4.1: Construct the County Transportation Department's sidewalk improvement plan (from Marina Dr south of Chippenham to Cogbill Rd).
- Action 3.4.2: Install sidewalks on the west side of Jefferson Davis Hwy, along its entire length.
- Action 3.4.3: Repair failing storm drainage systems along Jefferson Davis Hwy.
- Action 3.4.4: Develop a synchronizes sidewalk plans for this area with the various Bikeways Plans for the County focusing on connecting proposed area pathways to other County, regional, Statewide and the East Coast Bikeway Plans.

## VI. IMPLEMENTATION

This plan endeavors to keep in sight the important goal of economic growth while focusing on growth that comes from the overall development of a community awash in economic and community opportunities. Some are currently being realized while others are functioning well but on an island that can seem inaccessible. This Plan and its implementation seeks to provide a workable road map for connecting these disparate parts, to discover and embrace old and new assets that can strengthen an already solid community dynamic.

The implementation goals build upon each other and provide supports as the community and County working toward the three community strengthening goals, though some objectives have a longer time horizon. For growth to happen as a function of community development the Plan proposes to first reconnecting with the Jefferson Davis Association to re-energize its activity in along the Jefferson Davis Corridor. To encourage support and assistance by the group for Ampthill and its development goals.

Concurrent with this renewed business partnership proposed for the community, the next goal envisions a similar dynamic between business and area residents. There is an emphasis in this goal on cultivating the collective strength of a community that is experiencing significant cultural and demographic change over the last twenty years. The community doesn't look or function like it once did and getting to know new business owners and residence can be difficult. The implementation plan suggests that, through focused and regular cross-cultural dialogue among businesses and residents (a discussion that has been difficult to initiate), the economic opportunities identified through the Plan's Retail Market Analysis can be achieved over time. The ultimate outcome is commercial corridor businesses in the future that meet community needs on the Ampthill corridor.

The implementation of the final goal encourages property up keep and agreed upon community architectural standards. These can, and should, happen at all stages of development and has the potential to encourage more of the longer-term economic and organizational goals. As consistent standards

are kept a more inviting physical environment is anticipated to emerge. Small but noticeable improvements can have a motivating effect for achieving other goals and objectives. Objectives in this goal present opportunities for short-term "wins" that can fuel interest and anticipation for achieving more difficult long-term goals.

To provide an indication of the potential time and financial investment needed to accomplish each actions a Rubric for Implementation Resource Investment (see Table 12) was developed. This rubric provides an order of magnitude scale representation of the potential investment of time and finances to complete each action item. Each designation is placed in a proposed time horizon for accomplishment of the action. An action may start in one block of time and end or continue into others. If dependent on other actions it may skip a time block. The Implementation Plan also suggests which County Departments, community organizations or private entities, etc., should have proponentcy or ultimate responsible the action.

Investment Rubric				
TIME				
		S	M	L
FINANCIAL	L	LS	LM	LL
	M	MS	M	ML
	H	HS	HM	HL

Financial:  
L-Low/M-Med/H-High

Amount of Time:  
S-Small/M-Moderate/L-Large

Table 12: Rubric for Implementation Resource Investments (Financial & Time)

LS	<b>Low</b> financial investment and <b>Small</b> time investment
LM	<b>Low</b> financial investment and <b>Moderate</b> time investment
LL	<b>Low</b> financial investment and <b>Large</b> time investment
M	<b>Medium</b> financial investment & <b>Moderate</b> time investment
MS	<b>Medium</b> financial investment & <b>Small</b> time investment
ML	<b>Medium</b> financial investment & <b>Large</b> time investment
HL	<b>High</b> financial investment & <b>Large</b> time investment
HM	<b>High</b> financial investment & <b>Medium</b> time investment
HS	<b>High</b> financial investment & <b>Small</b> time investment



Table 13: Implementation Timeliness

Table 13: Implementation Timeliness		Implementation Phases				
		Proponent/ Responsible Organization	Short- Term (0-5 yrs)	Intermed. Term (5-10 yrs)	Long- Term (10+ yrs)	Resources (Financial & Time)
<b>Goal 1: Build partnership and cooperation within the Ampthill business community towards mutually beneficial goals.</b>						
<b>Objective 1.1: Facilitate regular communication and support among the small and large Ampthill businesses.</b>						
Action 1.1.1:	JDA recruit a business owner from the Ampthill Commercial area as a board member whose primary role is to act as a liaison with the Ampthill Civic Association.	JDA (with AH Bus. support)	X			LM
Action 1.1.2:	Place a County business development liaison on the Ampthill corridor on a weekly to bi-weekly basis.	County	X	X	X	ML
Action 1.1.3:	Continue County efforts to educate new and small businesses on maintenance and repair incentive programs and assist in understanding County businesses requirements, timelines and processes.	County	X	X	X	ML
<b>Objective 1.2: Support existing food and retail establishments while attracting new.</b>						
Action 1.2.1:	County conduct a housing market analysis and commercial corridor development plan for Ampthill to ground future development strategy.	County	X		X	LL
Action 1.2.2:	JDA & ACA work with the County to develop a business development plan for the Ampthill corridor that is focused on attracting businesses from the nine food and retail establishment groups experiencing sales leakages.	JDA & AH Bus./Econ. Dev	X	X	X	M
Action 1.2.3:	Encourage area Community Colleges, training centers and workforce development centers to locate in the area to support large industries like DuPont.	County & Du-Pont *		X	X	LL
**Action 1.2.4:	Explore opportunities to partner with the City of Richmond to attract cross boundary development that benefit both municipalities.	County		X	X	LL

\* Possibly DSCR & Altria.

\*\* i.e., the development of an abandoned 13-acre grocery store site in Richmond, just north of the Study Area, Manchester business development planning, etc.





Table 13: Implementation Timeliness

		Implementation Phases				
		Proponent/ Responsible Organization	Short- Term (0-5 yrs)	Intermed. Term (5-10 yrs)	Long- Term (10+ yrs)	Resources (Financial & Time)
Goal 2: Enhance community strength and partnerships around common goals and collective assets.						
Objective 2.1: Establish cross-cultural dialog among residents.						
Action 2.1.1:	Build community trust and resilience through asset-based community development training and asset identification activity in partnership with ABCD or similar facilitation groups.	ACA +	X	X		ML
Action 2.1.2:	Establish a Hispanic community liaison within the Ampthill Civic Association to facilitate discussion and lead bridge-building among Latino residents.	ACA +	X	X	X	LL
Objective 2.2: Foster business and residential collaboration to advance common goals for the community.						
Action 2.2.1:	Liaison from the JDA to Ampthill regularly attends ACA meetings, at least once per quarter.	JDA (w/ACA)	X	X	X	LM
Action 2.2.2:	JDA and ACA work with County Multicultural Services to assist in developing a focused outreach strategy to Hispanic businesses and residents to encourage active participation in both the groups.	JDA & ACA (w/County)	X	X		M
Action 2.2.3:	County Economic Development Office promote Ampthill commercial area during recruitment efforts and when interacting with its contacts in the County.	Economic Dev.		X	X	M
Goal 3: Encourage upkeep of properties and improve transportation access along the corridor.						
Objective 3.1: Generate community development regulations and incentives consistent with the current Special Area Plan and future commercial corridor plans for this area.						
Action 3.1.1:	Add a "mixed-use" designation to the C-5 zoning district.	County	X	X	X	LM
Action 3.1.2:	Leverage the proposed C-5 zoning district for infill development on lots with dilapidated buildings that are vacant and have the lowest property value ratios.	County (& Developers	X	X	X	LS

+ In partnership with an Asset-Based Community Development training and facilitation group like Embrace Richmond.



Table 13: Implementation Timeliness

	Proponent/ Responsible Organization	Implementation Phases			Resources (Financial & Time)
		Short- Term (0-5 yrs)	Intermed. Term (5-10 yrs)	Long- Term (10+ yrs)	
Action 3.1.3: Encourage development patterns that, over time, include higher density residential integrated into neighborhood commercial and employment uses.	County (w/ Developers	X	X	X	LM
<b>Objective 3.2: Improve the appearance of the corridor properties by developing a common image and development standard.</b>					
Action 3.2.1: Repair deteriorating buildings along the commercial corridor.	Business Owners		X	X	LL
Action 3.2.2: Establish community architectural standards for new construction, major renovations and infill development.	County & ACA	X	X	X	M
Action 3.2.3: Continue proactive long-term code enforcement efforts as a means to informing business owners about business incentive programs within the County.	County & Bus./Property Owners	X	X	X	ML
Action 3.2.4: Increase housing units by encouraging developments with a mix of commercial and residential units as a part of infill development within the proposed C-5 (mix-use) zoning district.	County/Private Developers		X	X	M
<b>Objective 3.3: Advocate for improved public transit options.</b>					
Action 3.3.1: Install protected sitting area at bus stops.	Community/ ACA (w/Coun- ty/GRTC)	X	X		M
Action 3.3.2: Provide handicapped accessibility at bus stops along Hwy 301/Rt 1.	Community/ ACA (w/Coun- ty/GRTC)	X	X		MS
Action 3.3.3: Promote County transportation options like Chesterfield's <i>Access On Demand</i> program through the proposed County liaison, the ACA and print material at local businesses along Jefferson Davis Highway.	County (w/ Area Bus. & ACA)	X	X	X	LM
<b>Objective 3.4: Provide safe bicycle and pedestrian access along Jefferson Davis Hwy.</b>					
Action 3.4.1: Construct the County Transportation Department's sidewalk improvement plan (from Marina Dr south of Chippenham to Cogbill Rd).	County DOT/ VDOT	X	X		LL



Table 13: Implementation Timeliness

	Proponent/ Responsible Organization	Implementation Phases			Resources (Financial & Time)
		Short- Term (0-5 yrs)	Intermed. Term (5-10 yrs)	Long- Term (10+ yrs)	
Action 3.4.2: Install sidewalks on the west side of Jefferson Davis Hwy, along its entire length.	County DOT/ VDOT		X	X	LL
Action 3.4.3: Repair failing storm drainage systems along Jefferson Davis Hwy.	County DOT/VDOT FHWA(?)		X	X	LL
Action 3.4.4: Develop a synchronizes sidewalk plans for this area with the various Bikeways Plans for the County focusing on connecting proposed area pathways to other County, regional, Statewide and the East Coast Bikeway Plans	County DOT	X	X		ML





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# APPENDICES

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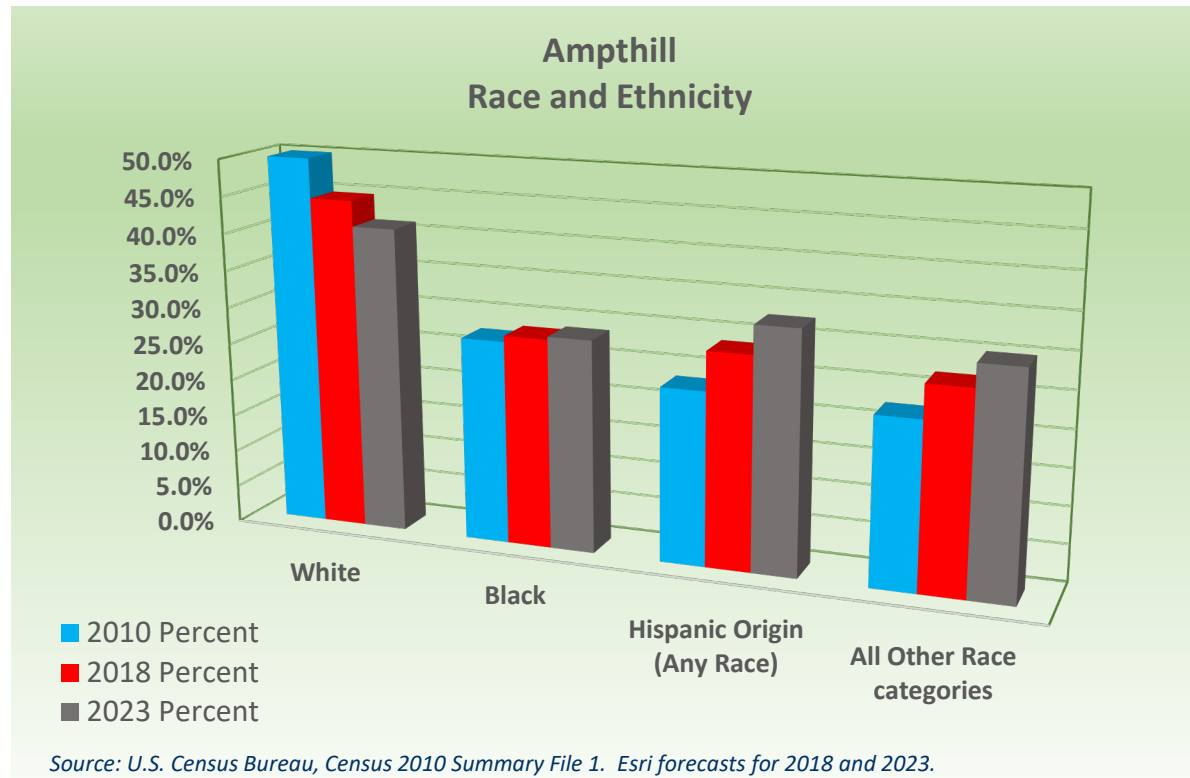
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## APPENDIX B: AMPHILL RACE & ETHNICITY

Race and Ethnicity	2010		2018		2023		Projected Growth		
	Pop	Percent	Pop	Percent	Pop	Percent	2010-18	2018-23	2010-23
	1435	123.4%	1542	128.7%	1623	132.6%	5.2%	4.0%	9.2%
	717	50.0%	689	44.7%	671	41.3%	-5.3%	-3.4%	-8.7%
	394	27.5%	436	28.3%	465	28.7%	0.8%	0.4%	1.2%
Hispanic Origin (Any Race)	336	23.4%	442	28.7%	528	32.5%	5.2%	3.9%	9.1%
All Other Race categories	324	22.5%	417	27.0%	487	30.1%	4.5%	3.1%	7.6%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.



# APPENDIX C: MAIN STREET AMERICA

## CATALYST STRATEGIES “CHEAT SHEET”

Catalyst Strategies are off-the-shelf Transformation Strategies that can be adapted to a wide variety of places. Many can exist at any price point (e.g., Apparel or Home Furnishings); a few are organized around an existing institution (e.g., College Town or Military Installation). All can be further customized to local needs.

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>AGRICULTURAL ECONOMY</b>	Products and services that serve agricultural communities, OR support small-scale agriculture and local food production	<ul style="list-style-type: none"> <li>Live nearby</li> <li>Agricultural families</li> <li>Agricultural workers (incl. seasonal)</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate for rural, agricultural communities</li> <li>Also appropriate for urban districts interested in sustainability and urban agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Serves locals' needs</li> <li>Serves local economic drivers</li> </ul>	<ul style="list-style-type: none"> <li>Install an orchard in a vacant downtown lot</li> <li>Organize a farmers' market</li> <li>Launch a community-owned variety store</li> </ul>
<b>APPAREL</b>	Apparel cluster, typically differentiated and independent, so as not to compete with malls.	<ul style="list-style-type: none"> <li>Everyone... but, primarily women</li> <li>Preferably a target niche (e.g., vintage, work clothes, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Street visibility</li> <li>Competitive industry (malls, online)</li> <li>Online sales possible</li> </ul>	<ul style="list-style-type: none"> <li>Often highly desired retail mix, but highly competitive</li> <li>Can position district as regional destination</li> </ul>	<ul style="list-style-type: none"> <li>Visual merchandising assistance to apparel biz.</li> <li>Lunchtime fashion shows</li> </ul>
<b>ARTS</b>	“Arts” involves all creative industries, incl. film, music, dance, fine art, theatre, etc.	<ul style="list-style-type: none"> <li>Demographically diverse; may be shaped by ethnicity, income, etc.</li> <li>Some sales business to business (rather than consumer)</li> </ul>	<ul style="list-style-type: none"> <li>Different from “Entertainment districts”, though some overlap.</li> <li>Creative industry workers often keep odd hours, enlivening the district.</li> </ul>	<ul style="list-style-type: none"> <li>Arts industries can make use of hard-to-use spaces</li> <li>Arts often serve as a draw for other types of businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Create a public arts strategy</li> <li>Pair artists with retailers for window displays</li> <li>Launch an “open studios” day</li> <li>Develop live/work space</li> </ul>




# APPENDIX C: MAIN STREET AMERICA (cont'd)


CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>COLLEGE TOWN</b>	Makes connections between business district and anchor educational institution.	<ul style="list-style-type: none"> <li>▸ Students, faculty, staff at college/university</li> <li>▸ Returning alumni, visiting parents</li> <li>▸ Tourists/visitors</li> </ul>	<ul style="list-style-type: none"> <li>▸ Residential institutions differ from commuter schools</li> <li>▸ Strategy may work better where institution already a center of community life</li> </ul>	<ul style="list-style-type: none"> <li>▸ Builds on existing economic anchor</li> <li>▸ No new parking demand (in many cases)</li> <li>▸ But: Can be associated with nuisance issues (e.g., noise, drinking)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install college flags, pennants downtown</li> <li>▸ Establish direct liaisons to university admin and student body</li> <li>▸ Set up loyalty card</li> </ul>
<b>CONVENIENCE GOODS + SERVICES</b>	Pursues a cluster of retail and retail-service businesses that fulfill day-to-day needs of nearby shoppers. E.g., groceries, dry cleaning, drug store, flowers, hardware, etc.	<ul style="list-style-type: none"> <li>▸ People who live nearby</li> <li>▸ People who work nearby</li> <li>▸ People passing through (e.g., commuting)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Highly desired by many communities, but...</li> <li>▸ Competitive</li> <li>▸ Not differentiated</li> <li>▸ Functions as an “amenity” to residential</li> </ul>	<ul style="list-style-type: none"> <li>▸ A “full-service” district</li> <li>▸ But: Convenience businesses can be generic in nature and they don’t draw customers from elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>▸ Improve short-term parking options</li> <li>▸ Install bike racks</li> <li>▸ Set out water bowls so residents walk dogs downtown</li> <li>▸ Shop-local campaign</li> </ul>
<b>DINING + ENTERTAINMENT</b>	Focuses on things people do for fun, usually in the evenings. Often serves as a regional destination.	<ul style="list-style-type: none"> <li>▸ Younger (though not always)</li> <li>▸ Singles and couples (not kids, typically)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can be complementary to a daytime strategy</li> <li>▸ Can be associated with nuisance issues (e.g., noise, drinking)</li> <li>▸ Complements Arts strategy</li> </ul>	<ul style="list-style-type: none"> <li>▸ Extends business days into evenings</li> <li>▸ Parking demand complementary to daytime demand</li> <li>▸ Works well with historic buildings</li> </ul>	<ul style="list-style-type: none"> <li>▸ Improve lighting to increase safety at night</li> <li>▸ Engage business owners in “responsible hospitality” program</li> <li>▸ Organize a “night market”</li> </ul>
<b>DISTRICT WORKERS + RESIDENTS</b>	A convenience-oriented strategy (e.g., take-out meals, greeting cards, hair, daycare)	<ul style="list-style-type: none"> <li>▸ Nearby, but demographically diverse</li> </ul>	<ul style="list-style-type: none"> <li>▸ Captive market</li> <li>▸ Workers can only shop before or after work, or at lunch</li> </ul>	<ul style="list-style-type: none"> <li>▸ A “full-service” district</li> <li>▸ Price competitive and chain-dominated segment</li> <li>▸ May generate new housing demand (people want to live near work)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Create lunchtime gathering places</li> <li>▸ Schedule promo activities at lunchtime</li> <li>▸ Offer delivery service</li> <li>▸ Develop upper-story apartments</li> </ul>



# APPENDIX C: MAIN STREET AMERICA (cont'd)

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>ELDER-FRIENDLY + AGING-IN-PLACE</b>	Recognizes that people have different needs as they advance in age and life stage. An Elder-Friendly strategy helps people continue living independently for as long as possible.	<ul style="list-style-type: none"> <li>▸ Elders... but,</li> <li>▸ More active than previous generations of retirees</li> <li>▸ Greater proportion of single-person and multi-generation households</li> </ul>	<ul style="list-style-type: none"> <li>▸ More than other strategies, must be particularly attentive to the physical environment – e.g., traffic safety, seating, amenities</li> </ul>	<ul style="list-style-type: none"> <li>▸ Seniors spend more money on experiences (less on things)</li> <li>▸ Empty-nesters and down-sizers</li> <li>▸ Buy stuff for grandchildren</li> </ul>	<ul style="list-style-type: none"> <li>▸ Improve sidewalk lighting</li> <li>▸ Grants to make stores accessible</li> <li>▸ Set up walking/exercise groups in district</li> <li>▸ Offer home delivery</li> </ul>
<b>ETHNIC SPECIALTIES</b>	Pursues a cluster of retail and retail-service, entertainment, industrial, and wholesaling businesses that primarily serve the needs of a particular ethnic or cultural group, but may be patronized by any shopper	<ul style="list-style-type: none"> <li>▸ Members of a specific ethnic or cultural community</li> <li>▸ Others seeking out authentic cultural foods, products, or experiences</li> <li>▸ More than other strategies, the customer defines the district</li> </ul>	<ul style="list-style-type: none"> <li>▸ Ethnic economies can be fairly self-contained and even insular</li> <li>▸ Business mix can be very wide-ranging – manufacturing to galleries to restaurants</li> </ul>	<ul style="list-style-type: none"> <li>▸ Creates a regional destination</li> <li>▸ Highly differentiated (does not typically compete with malls, chains)</li> <li>▸ But: May not be embraced by whole community, if diverse ethnicities</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install bilingual signs</li> <li>▸ Partner with local social service agencies</li> <li>▸ Organize a “Street Fare” of local, ethnic foods</li> <li>▸ Establish a commercial kitchen to grow culinary businesses</li> </ul>
<b>FAMILY-FRIENDLY, FAMILY-SERVING</b>	Focuses on local families; characterized by family-friendly events and businesses	<ul style="list-style-type: none"> <li>▸ Families, particularly with babies and young children at home</li> <li>▸ Grandparents</li> <li>▸ Teens</li> </ul>	<ul style="list-style-type: none"> <li>▸ A daytime strategy</li> <li>▸ Most active on weekends</li> <li>▸ Appropriate for communities with young demographic, growing families</li> </ul>	<ul style="list-style-type: none"> <li>▸ Offers products and entertainment locally</li> <li>▸ Helps engender positive downtown experiences for young people</li> <li>▸ But: Not compatible with strategies dependent on bars and nightlife</li> </ul>	<ul style="list-style-type: none"> <li>▸ Add kid-scale street furniture in public spaces</li> <li>▸ Offer internships to high school students</li> <li>▸ Show family films outdoors on weekends</li> <li>▸ Expand business mix with gifts and toys</li> </ul>
<b>FOOD</b> 	Establishes the commercial district as a food hub, including farmers’ markets, food production, catering, restaurants	<ul style="list-style-type: none"> <li>▸ People who live or work in the district</li> <li>▸ People looking for a social experience</li> <li>▸ Business to business sales of food production</li> </ul>	<ul style="list-style-type: none"> <li>▸ Works well with historic, interesting spaces</li> <li>▸ Can complement arts or entertainment businesses</li> </ul>	<ul style="list-style-type: none"> <li>▸ District becomes a food destination</li> <li>▸ Presence of restaurants often attracts new office-based businesses</li> <li>▸ But: High startup costs for food businesses; high failure rate</li> </ul>	<ul style="list-style-type: none"> <li>▸ Develop a public orchard in a pocket park</li> <li>▸ Partner with closest culinary school</li> <li>▸ Establish a deferred repayment loan program for restaurants</li> </ul>

# APPENDIX C: MAIN STREET AMERICA (cont'd)

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>GREEN PRODUCTS + SERVICES</b>	Pursues environmentally-friendly economy for the commercial district; supports businesses concerned with recycling and upcycling, and service businesses that use sustainable practices	<ul style="list-style-type: none"> <li>▸ Tend to be younger, highly educated, values-driven</li> <li>▸ Young families</li> <li>▸ Idealistic and aging “Boomers”</li> </ul>	<ul style="list-style-type: none"> <li>▸ Green practices become part of district’s identity</li> <li>▸ Renewable energy, zero-waste practices, public transit, historic preservation, local sourcing all play a role</li> </ul>	<ul style="list-style-type: none"> <li>▸ A forward-looking strategy that leverages the benefits of traditional business districts</li> <li>▸ But: Typically associated with higher price points</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install bike lanes</li> <li>▸ Install rain gardens</li> <li>▸ Hold zero-waste special events</li> <li>▸ Help businesses to purchase energy from renewable sources</li> </ul>
<b>HEALTH + WELLNESS</b>	Pulls together retail, recreational, educational, and professional businesses (including social service orgs) and organizes them around improving people's wellbeing	<ul style="list-style-type: none"> <li>▸ Families to seniors</li> <li>▸ Tend to be more highly educated</li> <li>▸ Tend to be more affluent</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can work equally in a spa/vacation community or convenience-based district</li> <li>▸ Often relies on marketing to make the strategy visible to public</li> </ul>	<ul style="list-style-type: none"> <li>▸ Many businesses can participate (even those not explicitly health-related)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Mark walking and running trails in district</li> <li>▸ Identify healthy options on restaurant menus</li> <li>▸ Work with local gym or trainer to offer outdoor “boot camps” downtown</li> </ul>
<b>HOME FURNISHINGS</b>	Clusters retail, service, and professional businesses related to the home and home life, including, furniture and housewares, floors and finishes, garden and outdoors, design and construction services	<ul style="list-style-type: none"> <li>▸ Younger (people still at a stage when acquiring the things they need)</li> <li>▸ Homeowners (esp. for appliances, renovations, etc.)</li> <li>▸ Renters (smaller furniture, furnishings)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Strategy can exist at any price point, from used to vintage to new, designer</li> <li>▸ A regional destination strategy: district is known as home furnishings source</li> </ul>	<ul style="list-style-type: none"> <li>▸ Works well in historic setting, buildings</li> <li>▸ Works well for larger spaces</li> <li>▸ Still a bricks-and-mortar retail purchase</li> <li>▸ But: Not a daily consumer need for locals</li> </ul>	<ul style="list-style-type: none"> <li>▸ Paint some old wooden chairs and place them around district</li> <li>▸ Stage living window displays</li> <li>▸ Turn a café into a furniture store (or vice versa)</li> </ul>
<b>KNOWLEDGE ECONOMY</b> 	Primarily focuses on software and technology, but also includes workers in creative professions and the traditional professions (e.g., lawyers, etc.)	<ul style="list-style-type: none"> <li>▸ Typically younger</li> <li>▸ Highly educated</li> </ul>	<ul style="list-style-type: none"> <li>▸ Requires excellent broadband service</li> <li>▸ Workers keep long/odd hours, making the district more vibrant at night</li> </ul>	<ul style="list-style-type: none"> <li>▸ Attracts young, creative entrepreneurs</li> <li>▸ Can be a way for rural communities to grow jobs and population</li> </ul>	<ul style="list-style-type: none"> <li>▸ Establish a co-working space</li> <li>▸ Make wifi available in all businesses</li> </ul>



# APPENDIX C: MAIN STREET AMERICA (cont'd)

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>MANUFACTURING</b>	Focuses on small-scale manufacturing compatible with commercial districts, appropriate for upper-floor spaces, warehouses, and other secondary or peripheral spaces.	<ul style="list-style-type: none"> <li>▸ Sales to other businesses</li> <li>▸ Direct-to-consumer</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can be associated with a local agricultural product, specialty, or ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can be a good secondary strategy, especially to make use of difficult spaces</li> <li>▸ Employees of manufacturing businesses become customers of the district</li> </ul>	<ul style="list-style-type: none"> <li>▸ Activate windows by bringing production to front of stores</li> <li>▸ Assist manufacturers with distribution and marketing</li> <li>▸ Establish a “maker space” for entrepreneurs</li> </ul>
<b>MILITARY INSTALLATIONS</b>	Appropriate for communities with a military installation nearby; makes better economic and social connections between installation and downtown.	<ul style="list-style-type: none"> <li>▸ Military personnel</li> <li>▸ Military spouses and families</li> <li>▸ Civilian staff</li> <li>▸ Military contractors, vendors</li> <li>▸ Military heritage visitors</li> </ul>	<ul style="list-style-type: none"> <li>▸ In the new military, which is very career-oriented and family-centered, quality of life and community are important</li> <li>▸ But: May find strategy competes with on-post restaurants, retail</li> </ul>	<ul style="list-style-type: none"> <li>▸ Provides shopping and social alternatives for military families, whether living on-post and off-post</li> <li>▸ Fosters stronger links to local economic driver</li> <li>▸</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install American flags throughout downtown</li> <li>▸ Create driving tour guid to military historical sites</li> <li>▸ Establish liaison to post</li> <li>▸ Host military appreciation event</li> <li>▸ Promote downtown residential options to military singles, families</li> </ul>
<b>MILLENNIALS</b>	Addresses the demographic slice born between the early 1980s and early 2000s. The authenticity and “retro” nature of traditional business districts appeals to this generation.	<ul style="list-style-type: none"> <li>▸ Younger</li> <li>▸ Educated</li> <li>▸ Entrepreneurial</li> <li>▸</li> </ul>	<ul style="list-style-type: none"> <li>▸ Reaching milestones later than previous gen’s (e.g., purchase a car, own a home, marry, have kids)</li> <li>▸ Interested in experiential retail, authenticity, and local sourcing</li> <li>▸ Digitally connected</li> </ul>	<ul style="list-style-type: none"> <li>▸ Demographic aligns well with traditional business districts, esp. for entertainment, independent businesses</li> <li>▸ Trendsetting demographic attracts “piggybackers” to district – older followers</li> <li>▸ But: Millennials are accustomed to buying many things online</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install native plant landscaping</li> <li>▸ Encourage Millennial-appropriate design sensibility in signs</li> <li>▸ Recruit Millennials to Main Street board</li> <li>▸ Connect businesses through social media</li> <li>▸ Establish a co-working space</li> </ul>

## APPENDIX C: MAIN STREET AMERICA (cont'd)

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>SPORTS + RECREATION</b>	Connects outdoor activities – camping, boating, hiking, climbing, hunting, etc. – with supporting businesses and amenities. This includes outfitters and equipment sales, restaurants and food services, accommodations, and others.	<ul style="list-style-type: none"> <li>Outdoor enthusiasts</li> <li>Varied spectrum of ages and abilities, and travel lifestyle preferences</li> </ul>	<ul style="list-style-type: none"> <li>While frequently associated with youth, many outdoor enthusiasts are seniors traveling without families or children</li> </ul>	<ul style="list-style-type: none"> <li>Connects the downtown to those who use nearby outdoor or recreational attractions</li> </ul>	<ul style="list-style-type: none"> <li>Install wayfinding signs from nearby trails or paths to downtown</li> <li>Install a climbing wall (or ice-climbing wall) downtown</li> <li>Work with sporting equipment businesses to offer guided tours</li> </ul>
<b>TOURISTS + TOURISM</b>	Addresses people who visit the district from elsewhere, usually to experience something unique to the place, such as history or architecture, arts and culture, or shopping	Vast and varied customer profiles, including <ul style="list-style-type: none"> <li>Heritage travelers</li> <li>Cultural tourists</li> <li>Weekend/second home-owners</li> <li>Resort-goers</li> <li>Conventioneers</li> <li>Business travelers</li> <li>Outdoors enthusiasts</li> </ul>	<ul style="list-style-type: none"> <li>Tourism and tourism-related amenities exist at all price points</li> <li>Needs of regional tourists are different from national or international visitors</li> <li>Create a place that locals love, and visitors will love it, too</li> </ul>	<ul style="list-style-type: none"> <li>Brings outside consumer spending; adds to local buying power</li> <li>But: Locals may not be happy about outsiders making it feel “less local”</li> <li>Increased tourism can result in higher prices (food, housing) for locals</li> </ul>	<ul style="list-style-type: none"> <li>Install way-finding signs geared toward those unfamiliar with district</li> <li>Convene regional tourism professionals to share data</li> <li>Set up large-format maps in stores and have customers mark where they live</li> </ul>



# **APPENDIX D1: INTERVIEW QUESTIONS**

***(ENGLISH/ESPANOL)***



## Interviews Questions/*Entrevistas Preguntas*

### Interview Introduction:

Hello, my name is Claude Armstrong.

I am a graduate student in VCU's Urban and Regional Planning program competing a professional plan capstone project. As a part of my project, I am interviewing representatives of area and regional groups to gauge general perceptions about the business climate of the commercial corridor along the Jefferson Davis, north of Chippenham Hwy. The Hispanic population has become an important influence within the business community and the area in general, so I want to make sure the Latino "voice" is represented in my plan. Are you available this week to meet and answer questions regarding this area?

Thank you for considering my request,

Claude Armstrong

Master Degree Candidate,  
Virginia Commonwealth University  
L. Douglas Wilder School of Government,  
Master of Urban & Regional Planning (MURP) Program

c| 804-586-3546 (personal)  
o| 804-734-5046 (day time)

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### Entrevista Introducción:

Hola, mi nombre es Claudio Armstrong.

Soy un estudiante de urbana y planificación programa compitiendo un proyecto capstone profesional Regional de VCU. Como parte de mi proyecto, estoy entrevistando a representantes de grupos regionales y área para medir las percepciones generales sobre el clima de negocios del corredor comercial a lo largo de Jefferson Davis, al norte de Hwy Chippenham. La población hispana se ha convertido en una influencia importante dentro de la comunidad empresarial y el área en general, así que quiero para asegurarse de que "la voz" Latina es en mi plan. ¿Está disponible esta semana para conocer y responder a preguntas sobre esta área?

Gracias por considerar mi petición,

Claudio Armstrong

Maestro Grado Candidato,  
Virginia Commonwealth University  
L. Douglas Wilder Escuela de Gobierno,  
Maestro de Urbano & Regional Planificación (MURP) Programa

c | 804-586-3546 (personal)  
o | 804-734-5046 (mediodía)

## Interviews Questions/Entrevistas Preguntas

**Setup:** These questions about your perception of customer /community support and general spending patterns within the community, in your experience.

**Configuración:** *estas preguntas sobre su percepción de soporte al cliente/comunidad y patrones de gastos generales dentro de la comunidad, de su experiencia.*

1. Do you think the people of the Amphill community are generally supportive of the businesses along its commercial corridor?

*¿Crees que la gente de la comunidad de Amphill generalmente apoya a las empresas a lo largo de su corredor comercial?*

2. In general, where do you think the people of the Amphill's Hispanic community spend their money, inside or outside the Amphill Commercial Corridor?

*En general, ¿dónde crees que las personas de la comunidad hispana de Amphill gastan su dinero, dentro o fuera del Corredor Comercial de Amphill?*

3. Would you indicate on the Trade Area Map provided where you think this community spends their money generally?

*¿De acuerdo con en el mapa del área comercial que se proporciona, donde crees que esta comunidad Hispana gasta su dinero en general?*

4. Of the 'Retail Trade' & 'Food and Drink' Group/Establishment below, which do you believe Latinos in this market could support and would support?

*Del siguiente grupo 'Comercio Minorista' y 'Alimentos y Bebidas' descrito en la parte inferior, ¿a qué grupo cree usted que la comunidad Hispana podrían apoyar o apoyarían?*

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### Retail Trade Subsectors

#### Subsectores de comercio minorista:

Specialty Food Stores: Like Meat Markets, Fish and Seafood Markets, Fruit and Vegetable Markets, etc.

*Tiendas de alimentos especializados: Como mercados de carne, pescados y mariscos, mercados de frutas y verduras, etc.*

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Bear, Wine & Liquor Stores: Like Bear, Wine & Liquor Stores

*Tiendas de cerveza, vinos y licores: Como como tiendas de cerveza, vinos y licores*

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Health & Personal Care Like Pharmacies and Drug Stores, Cosmetics, Beauty Supplies, and Perfume Stores, Optical Goods Stores, etc.

*Salud y cuidado personal: Como farmacias, cosméticos, productos de belleza y perfumerías, tiendas de productos ópticos, etc.*

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Interviews Questions/*Entrevistas Preguntas*

Clothing & Clothing Accessories Stores:	Like Clothing Stores, Shoe Stores, Jewelry, Luggage, and Leather Goods Stores, etc.
<i>Tiendas de Ropa y Accesorios de Ropa:</i>	<i>Como Tiendas de Ropa, Zapaterías, Joyas, Equipaje y Artículos de Cuero, etc.</i>
Sporting Goods, Hobby, Book & Music Stores	Like Sporting Goods, Hobby, Book & Music Stores
<i>Tiendas de artículos deportivos, pasatiempos, libros y música:</i>	<i>Como Artículos de deportes, pasatiempos, tiendas de libros y música.</i>
General Merchandise Stores:	Like Department Stores, Warehouse Clubs and Supercenters
<i>Tiendas de mercancía general:</i>	<i>Como grandes almacenes, clubes de almacenes y supermercados</i>
Miscellaneous Store Retailers:	Like Florists, Office Supplies, Stationery, and Gift Stores, Gift, Novelty, and Souvenir Stores (Hallmark Store, Party City, etc.), Used Merchandise Stores, Pet and Pet Supplies Stores, Art Dealers, etc.
<i>Minoristas de tiendas misceláneas:</i>	<i>Como floristas, artículos de oficina, papelería y tiendas de regalos, novedades y souvenirs (Hallmark Store, Party City, etc.), tiendas de artículos usados, tiendas de artículos para mascotas y animales, distribuidores de arte, etc.</i>
Non-store Retailers:	Like Electronic Shopping, Electronic Auctions, Mail-Order Houses, Vending Machine Operators, Fuel Dealers, Other Direct Selling Establishments, etc.
<i>Minoristas que no son tiendas:</i>	<i>Como compras electrónicas, subastas electrónicas, servicios postales, operadores de máquinas expendedoras, distribuidores de combustible, otros establecimientos de venta directa, etc.</i>
<b>Food &amp; Drink Subsector:</b>	
<i>Subsector de alimentos y bebidas:</i>	
Food Services & Drinking Places:	Like Full-Service Restaurants, Caterers, Mobile Food Services, Drinking Places (Alcoholic Beverages), etc.
<i>Servicios de comida y lugares para beber:</i>	<i>Como restaurantes de servicio completo, catering, servicios de comida móvil, lugares para beber (bebidas alcohólicas), etc.</i>



## Interviews Questions/Entrevistas Preguntas

**Setup:** These questions about your perception of how your community views the area physically, from your experience.

**Configuración:** *Estas preguntas sobre su percepción de cómo su comunidad ve el área físicamente, desde su experiencia.*

5. What physical factors within the area negatively affect community's support of businesses along this Corridor, in your opinion?

*En su opinión, ¿qué factores físicos dentro del área afectan negativamente el apoyo de la comunidad a las empresas a lo largo de este Corredor?*

6. What physical factors would encourage the support for area businesses by the community, in general?

*¿Qué factores físicos estimularían el apoyo a los negocios del área por parte de la comunidad, en general?*

7. In your opinion, what physical factors would attract the business types listed in Question 3 to the Amphill Commercial Corridor?

*En su opinión, ¿qué factores físicos atraerían los tipos de negocios enumerados en la Pregunta 3 al Corredor Comercial Amphill?*

**Setup:** These questions about your perception of organizational support or assistance of area businesses, from your experience.

**Configuración:** *Estas preguntas sobre su percepción del apoyo organizativo o la asistencia de las empresas del área, según su experiencia.*

8. How well do you know the businesses climate or any specific businesses on the Amphill Corridor?

*¿Qué tan bien conoce el clima de negocios o cualquier negocio específicas en el Corredor Amphill?*

9. Does your Business group provide direct or indirect support any Businesses on the Amphill Commercial Corridor?

*¿Su grupo empresarial proporciona apoyo directo o indirecto a cualquier empresa en el corredor comercial de Amphill?*

10. In your opinion, what organizational or governmental factors would assist in attracting the business types listed in Question 3 to the Amphill Commercial Corridor?

*En su opinión, ¿qué factores organizacionales o gubernamentales podrían ayudar a atraer los tipos de negocio enumerados en la pregunta 3 al corredor comercial Amphill?*

11. How would you describe the relationship between Amphill businesses and the local community?

*¿Cómo describirías la relación entre las empresas de Amphill y la comunidad local?*

12. Are you aware of any local Businesses organizations within the Amphill Area?

*¿Conoce alguna organización local de negocios dentro del área de Amphill?*

13. Is there anyone else within your community I should speak to who has general knowledge of the business and community climate surrounding the Amphill Area?

*¿Hay alguien más dentro de su comunidad que debería hablar con quién tiene conocimiento general de la empresa y el clima de la comunidad que rodea el área de Amphill?*

## Interviews Questions/*Entrevistas Preguntas*

**Setup:** These questions about your perception of how the area is viewed or perceived, from your experience.

**Configuración:** *Estas preguntas sobre su percepción de cómo la zona se han consultado o percibida, de su experiencia.*

14. In your opinion, within your community, is the Amphill Commercial Corridor area viewed positively or negatively within the region? Why do you think this is and what factors contribute to this view?  
*En su opinión, dentro de su comunidad, es el área de corredor comercial Amphill visto positivamente o negativamente dentro de la región? ¿Por qué creen que esto es y qué factores contribuyen a esta opinión?*

15. What, in your opinion, would reinforce a positive perception or image within your community of the Amphill Commercial Corridor area?  
*¿Qué, en su opinión, reforzaría una percepción o imagen positiva dentro de su comunidad del área del corredor comercial de Amphill?*





# APPENDIX D2: INTERVIEW QUESTIONS

*(COMMUNITY ORGANIZATIONAL LEADER RESPONSES)*

Table  
Community Organizational Leader Interview (Responses only)

Economic Viability	1. Does the community generally support of the businesses?	Y  <u>Additional thoughts:</u> <ul style="list-style-type: none"><li>She patronizes the print shop, gas station, grocery store (infrequently);</li><li>One of the restaurants is good (in her opinion)</li></ul>	Y	Y  <u>Additional thoughts:</u> <ul style="list-style-type: none"><li>The perception is certainly</li></ul>	Y  <u>Additional thoughts:</u> <ul style="list-style-type: none"><li>For those who drive;</li><li><i>Those who don't walk have to...??</i></li><li>Residents do most shopping elsewhere; for Latinos the corridor is a draw <i>because of rich types....??</i></li></ul>	I think so  <u>Additional thoughts:</u> <ul style="list-style-type: none"><li></li></ul>	I don't think so <ul style="list-style-type: none"><li>The site (her community) used the gas stations on their way into work or on their way home;</li><li>Doesn't think they use restaurants or other facilities (businesses)</li></ul>
	2. Is money spent primarily inside or outside community?	Primarily outside, but inside when they can.	Outside	Further south along the Jefferson Davis Corridor	<ul style="list-style-type: none"><li>Generally, outside;</li><li>They have to go outside;</li><li>Most of the non-Latinos don't support;</li></ul>	Outside	3a: Where?  Outside <ul style="list-style-type: none"><li>She stated that she doesn't live in the study area but that site employees spend their money in the area on their way to and from work or at lunch;</li><li>Stated that they do cater often from Panera, Jason's Deli, Chick-Fil-A, etc.</li><li>They also do off site meetings at area hotels (near Altria at Commerce)</li></ul>
	3. Where does community spends its money	Interviewee marked their answer on map provided at the interview.			<ul style="list-style-type: none"><li>Don't know specifically, but they can go anywhere in Chesterfield;</li><li>He pointed out locations on the maps provided;</li></ul>	Interviewee marked their answer on map provided at the interview.	





# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<p><b>4. Which Group the market could/would support?</b></p>	<ul style="list-style-type: none"><li>• <b>Specialty Food Stores</b> – Family friendly; not ABC since there is one at Meadowbrook Plaza; there is an alcohol and opioid abuse problem along the entire corridor.</li><li>• <b>Health &amp; Personal Care</b></li><li>• <b>Clothing &amp; Clothing Accessories Stores</b></li><li>• <b>Sporting Goods, Hobby, Book &amp; Music Stores</b> – maybe south of the area.</li><li>• <b>Department Stores</b> – Used to be a K-Mart in the area.</li></ul> <p><u>Additional thoughts:</u></p> <ul style="list-style-type: none"><li>• The area needs a sense of place;</li><li>• Need to promote family as opposed to single “millennials”<ul style="list-style-type: none"><li>○ Prefers to promote young couples with children.</li><li>○ Sees an opportunity to attract young couples with children wanting to be near the city and possibly entering the home purchase market.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Beer, Wine &amp; Liquor Stores</b></li><li>• <b>Health &amp; Personal Care</b></li><li>• <b>Miscellaneous Store Retailers</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Beer, Wine &amp; Liquor Stores</b> – Night Clubs are discouraged</li><li>• <b>General Merchandise Stores</b> – Smaller scale department stores like Gabe’s, Five-Below, etc. – similar affordable merchandise stores.</li></ul>	<ul style="list-style-type: none"><li>• The population is small;</li><li>• Could be supported from outside;</li><li>• Half of the area is industrial of some sort;</li><li>• Business development would involve further analysis to determine which would work best;</li><li>• That stated, he identified the following Establishments:<ul style="list-style-type: none"><li>○ <b>Specialty Food Stores</b></li><li>○ <b>Full-Service Restaurants</b></li></ul></li></ul> <p>Mentioned <b>Grocery Stores</b></p>	<ul style="list-style-type: none"><li>• Seeing younger people moving in; there are more older now in the neighborhood;</li><li>• <b>Beer, Wine &amp; Liquor Stores</b></li><li>• <b>Sporting Goods Stores</b></li><li>• <b>Department Stores</b></li><li>• <b>Office Supplies Stores</b></li><li>• <b>Full-Service Restaurants</b></li></ul> <p>Mentioned <b>Patient First</b> or similar and <b>Auto Repair</b>; stated that they don’t need more car lots.</p>	<ul style="list-style-type: none"><li>• <b>Specialty Food Stores</b><ul style="list-style-type: none"><li>○ <i>Fruit and Vegetable Markets, etc.</i></li><li>○ <i>(Farmer’s Market)</i></li></ul></li><li>• <b>Beer, Wine &amp; Liquor Stores</b></li><li>• <b>Department Stores</b></li><li>• <b>Food Services &amp; Drinking Places</b><ul style="list-style-type: none"><li>○ <i>Full-Service Restaurants</i></li><li>○ <i>Caterers</i></li><li>○ <i>Mobile Food Services</i></li></ul></li></ul> <p>Mentioned:</p> <ul style="list-style-type: none"><li>• There are two types of workers:<ul style="list-style-type: none"><li>○ Plant workers – which will call in food many times;</li><li>○ Business workers – are day-based and likely to go off site for food.</li></ul></li></ul>
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# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

Design	5. <i>Physical factors negatively affecting the businesses community?</i>	<ul style="list-style-type: none"><li>• A big factor is the cultural dynamics with the Hispanic businesses;</li><li>• Large industry so close; many residents used to work at DuPont;</li><li>• Being close to the city line; they are not invested in the corridor;</li><li>• Chesterfield County has not developed the corridor;</li><li>• There is a stigma of an undesirable place;</li><li>• More rentals than in the past;</li><li>• Food Lion seems under used – could use landscaping; needs placemaking outside;</li><li>• The area needs to work on integrating the Hispanic (community’s) goals and needs;</li><li>• Hispanics do not maintain their properties well;</li></ul>	<ul style="list-style-type: none"><li>• There are too many;</li><li>• Not enough diversity (of businesses)</li><li>• Physical layout of streets;</li><li>• Lack of sidewalks;</li><li>• Lack of transportation options.</li></ul>	<ul style="list-style-type: none"><li>• The physical presence the commercial corridor;</li><li>• The corridor was built for industrial;</li><li>• Trying to make it more walkable and bikeable; businesses are set up as industrial entrances;</li></ul>	<ul style="list-style-type: none"><li>• The area has experienced significant decline;</li><li>• Properties were small and businesses are small;</li><li>• Need larger plots</li><li>• Travel patterns;</li><li>• Age of buildings;</li><li>• Little investment in maintenance, upgrades and upkeep;</li><li>• It’s easier to clear acreage in the more rural districts and build to suit than to redevelop an existing improved lot.</li><li>• The overall look and feel of the area;</li><li>• The area is already developed and needs to be redeveloped; to redevelop incurs extra costs (to demo and remediate);</li></ul>	<ul style="list-style-type: none"><li>• Fees the area is neglected within the County;</li><li>• Perceptions;</li><li>• Street lights out for more than 6 mos;</li><li>• Not enough attention;</li><li>• Dominion Energy cut pear trees;</li><li>• People don’t feel they matter;</li><li>• Community Enhancement has helped to keep the place inviting;</li><li>• Perception is the blight problem;</li><li>• Used car lots and used tire places;</li><li>• People question what <i>perp do ?</i>;</li><li>• Businesses not maintained;</li><li>• WO Grubb would look terrible if they didn’t improve the appearance of their building;</li><li>• The U-Haul is a negative because of their storage facility;</li><li>• The County is correcting;</li><li>• Flea Market could look better;</li><li>• Pot holes in Food Lion parking lot</li></ul>	<ul style="list-style-type: none"><li>• The businesses appear to be run down, lower income and older facility look;</li><li>• The safety (concerns) aspects results in employees, especially the evening employees, going further away (for what they want/need);</li></ul>
	6. <i>Physical factors encouraging support of area businesses?</i>	<ul style="list-style-type: none"><li>• The hardware store is an anchor for the community – most stable “hub” for the area;</li><li>• population is trending Hispanic, but still quite mixed;</li><li>• A great place for a model community;</li></ul>	<ul style="list-style-type: none"><li>• Code enforcement;</li><li>• Greater housing options;</li><li>• Real investment in infrastructure</li></ul>	<ul style="list-style-type: none"><li>• The sidewalk project;</li><li>• Redeveloping of buildings;</li><li>• Code compliance by businesses – storing cars vs selling cars;</li><li>• Signage – needs a plan for signage;</li></ul>	<ul style="list-style-type: none"><li>• Greater regional access;</li><li>• The greatest physical attribute is its physical access (for cars);</li><li>• there is a market for housing near Richmond and the highway(s);</li><li>• The area has a strong community but a small community for attracting development</li></ul>	<ul style="list-style-type: none"><li>• More landscaping;</li><li>• better upkeep;</li><li>• less junk;</li><li>• Emphasized that it is more than the physical, it’s the perception due to the (south) Richmond association;</li></ul>	<ul style="list-style-type: none"><li>• Accessibility;</li><li>• It is easy to get here (to the site) and get around the area;</li><li>• This attracts and is easy for the employees to move around in the space.</li></ul>



# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<b>7. Physical factors that would attract business types in Question 3?</b>	<ul style="list-style-type: none"><li>• More rooftops;</li><li>• By encouraging mixed uses along the street (Jefferson Davis).</li></ul>	<ul style="list-style-type: none"><li>• They would need more housing units;</li><li>• Corridor needs to have a special identification;</li><li>• Unique businesses (like the International Market) with regional draw;</li><li>• A lot of absentee business owners – an opportunity to <i>build relationships with owners</i></li></ul>	<ul style="list-style-type: none"><li>• The Interstate, Chippenham &amp; 288 – it’s a heavy infrastructure corridor;</li><li>• County offers incentives;</li><li>• Looking to the steering committee to guide and steer the public;</li></ul>	<ul style="list-style-type: none"><li>• More rooftops;</li><li>• Richmond, Manchester and the River; there are a few restaurants but not many because too few roofs in the area;</li><li>• Saw the same trend in Scott’s Addition due to more residents – these would be necessary;</li><li>• The plan necessitates street scaping but need places to go;</li><li>• More transit</li><li>• Developing the East-coast Greenway</li></ul>	<ul style="list-style-type: none"><li>• Street lights on at night;</li><li>• Putting the pear trees back;</li><li>• Advertising businesses in a proper manner;</li><li>• They’ve been told there are not enough roof tops in the area (to support businesses)</li></ul>	<ul style="list-style-type: none"><li>• Safety has improved due to the rescue station.</li><li>• There’s not a lot of traffic build up or jams;</li><li>• There are a lot of large employers (like Altria &amp; DLA) that would attract other businesses; BUT the safety would have to improve;</li></ul> <p>I asked if this was based on actual identified safety problems or on perceptions about safety?</p> <ul style="list-style-type: none"><li>• She said yes to being perceived;</li><li>• Stated that day workers would be comfortable in the area but not “off-hours” workers;</li></ul>
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# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

Organization Support	<p><b>8. How well do you know Ampthill businesses climate?</b></p>	<ul style="list-style-type: none"><li>• Pretty well;</li><li>• She shops when she can;</li><li>• Not comfortable except at the hardware store</li><li>• (area) still has a significant African-American population</li></ul> <p>8a: What is the role of “bridge building”?</p> <ul style="list-style-type: none"><li>• The Wayside Park development is a symbol and catalyst</li></ul> <p>8b: What amount of time would it take to do this “bridge building”?</p> <ul style="list-style-type: none"><li>• With funding and the right people (2-3);</li><li>• Slower, up to 10 years;</li><li>• Residents risk losing their voice without a concerted effort to build social capital/infrastructure; there needs to be a central hub;</li></ul> <p>Additional Thoughts:</p> <ul style="list-style-type: none"><li>• There a lot of pieces that need to connect!</li><li>• Assets all over but lacks hubs (organizations) and funding of hub organization;</li><li>• Social Entrepreneurship – “build a business to solve a need”; could be a for-profit or non-profit.</li></ul>	<ul style="list-style-type: none"><li>• Getting to know now</li><li>• Recognizing the need</li></ul>	<ul style="list-style-type: none"><li>• Not as well as he should;</li><li>• But he’s new, being more familiar with the business area south;</li><li>• By incentives through fee waivers – gave examples of business license and M&amp;T tax exemptions for 5 years.</li></ul>	<ul style="list-style-type: none"><li>• Very poorly;</li><li>• Most businesses are Hispanic;</li><li>• We tried to include the Hispanic community twice in the NJD SAP amendment;</li><li>• A lot of Hispanic businesses are more than just “mom &amp; pop”;</li><li>• Had businesses run afoul of County ordinances; most non-Hispanic businesses don’t want to see change;</li><li>• People come but don’t STOP in the area;</li><li>• Make the area a destination; anything that would improve.</li></ul>	<ul style="list-style-type: none"><li>• Hardware store and Napa have been here a long time;</li><li>• DuPont is a stabilizing influence;</li></ul>	<ul style="list-style-type: none"><li>• Don’t know other than the larger employees (they work together on wage and salary determination and the like)</li><li>• Familiar with the emergency services in the area;</li><li>• Emergency services (fire, police, etc.) are a part of the site’s Community Advisory Panel (CAP) which also includes a few community representatives;</li><li>• The CAP meets about three times annually</li></ul>
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# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<p><b>9. Does your organization provide direct or indirect support to area Businesses?</b></p>	<ul style="list-style-type: none"><li>• Inviting businesses to luncheons;</li><li>• It is resisting... and not as proactive;</li><li>• They <i>want to promote (businesses) but works closely with County on the JDA SAP ??</i></li></ul>	<ul style="list-style-type: none"><li>• Not right now, no direct;</li><li>• Looking into providing a revolving loan fund;</li><li>• CDBG would be a part of the loan pool but <i>wants residents to have buy in – they need to participate with their own money;</i></li></ul>	<ul style="list-style-type: none"><li>• Indirect;</li><li>• JDA exists but may not have financial means – CDBG;</li><li>• Community Enhancement &amp; Steering Committee;</li></ul>	<ul style="list-style-type: none"><li>• Can't give specifics – Community Enhancement is trying</li></ul>	<ul style="list-style-type: none"><li>• No.</li><li>• Other than individual members using them;</li><li>• Business donate and <i>turn up</i> for corridor clean up days;</li><li>• Businesses donated an area park from their property.</li><li>•</li></ul>	<ul style="list-style-type: none"><li>• Indirect.</li><li>• By virtue of their employees using area businesses, especially area gas stations;</li><li>• Participation in community activities like the National Night Out in the Bensley Neighborhood each year in August (NOTE: at good time to conduct community engagement that includes DuPont interacting with community members;</li></ul>
	<p><b>10. What organizational or governmental factors would attract Question 3 business types?</b></p>	<ul style="list-style-type: none"><li>• County's role – a liaison to the community, but the community needs a hub organization within it.</li></ul>	<ul style="list-style-type: none"><li>• Need more residential units there;</li><li>• Hasn't figured out how to organize – no business organizations on the corridor;</li><li>• Using code enforcement to leverage working together with business owners;</li><li>• Looking at changing some of the zoning; need to be more resident friendly for residents;</li></ul>	<ul style="list-style-type: none"><li>• The JD Steering Committee is developing incentives;</li><li>• Could be good for smaller scale;</li><li>• Said I should look at Opportunity Zone opportunities for the area;</li><li>• Public transit &amp; Technology Zone</li></ul>	<ul style="list-style-type: none"><li>• County Economic Development does business recruiting, but targets larger businesses;</li><li>• The NJD SAP was important to attract business to the corridor;</li><li>• Most properties was zoned C-5 which the county did years ago to make it more attractive to a variety of uses;</li><li>• New plan dedicates almost NO C-5 uses along the NJD SAP; was a mistake;</li><li>• This use was overrepresented; to encourage SOME kind of uses which was seen as better than what was being developed;</li><li>• County is looking at amending zoning to multi-family under C-5.</li><li>• Regulatory environment incentives;</li><li>• The "plan" builds on what the County has;</li></ul>	<ul style="list-style-type: none"><li>• The gov't needs to be more promoting of the area;</li><li>• The County institute too many restrictions that chase away the Wawa south of the area;</li><li>• They could provide incentives;</li><li>• The Enterprise Zone designation was helpful; used to be a business coordinator at the County for their area.</li></ul>	<ul style="list-style-type: none"><li>• The County can assist in reducing the crime rate and potential crime (rate);</li><li>• Improving the quality of businesses in the area;</li><li>• Businesses along the corridor are not very memorable</li><li>• There are a handful of businesses (<i>employees would support</i>) but (<i>they are</i>) not top of the mind kind of businesses for employees to go to.</li></ul>



# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<b>11. Describe the relationship between businesses and the Ampthill community?</b>	<ul style="list-style-type: none"><li>• <b>WO Grubb ??</b></li><li>• Not very connected; maybe the hardware store has a connectedness with the community;</li><li>• Wants to support the corporate citizen.</li></ul>	Not familiar.	<ul style="list-style-type: none"><li>• Not very familiar with the area relations;</li><li>• Shared a story – a Hispanic “UPS” looked at coming to this area;</li></ul>	<ul style="list-style-type: none"><li>• Sometimes it can be touchy; businesses aren’t always good neighbors;</li><li>• Code compliance are regularly contacted by residents;</li><li>• There is the issue of demographics are other than JDHA numbers;</li><li>• DuPont – on the County contact list; participated in community engagement;</li></ul>	<ul style="list-style-type: none"><li>• Pretty good.</li><li>• The ones they know;</li><li>• LS Lee police the truck speed for the neighborhood’s sake; they have a lot of truck traffic and strictly police the speed of trucks that come down the road because of their concerns about their community relations;</li><li>• Businesses are willing to actively participate by donating the time and money;</li><li>• Think the business has to offer the community something;</li><li>• Traditionally businesses are not supportive.</li><li>• LS Lee might be willing to support the community in other ventures</li></ul>	<ul style="list-style-type: none"><li>• Doesn’t think it’s bad but there is nothing formal and structured either;</li><li>• Doesn’t know of anything negative but there is not anything beyond maybe the CAP and things like that;</li></ul>
	<b>12. Are you aware of local Businesses organizations?</b>	<ul style="list-style-type: none"><li>• No. There are none;</li><li>• JDHA would like to be that but only sponsors luncheons;</li><li>• Bizworks has potential to play this role;</li><li>• Possibly the DuPont Community Advisory Council</li></ul>	<ul style="list-style-type: none"><li>• None</li><li>• Mentioned Bizworks</li></ul>	<ul style="list-style-type: none"><li>• No</li><li>• Bizwork is near the area and serves the entire county but is located on the JDA Corridor.</li></ul>	<ul style="list-style-type: none"><li>• Hispanic CoC is not very active; JDHA does want to engage area businesses;</li><li>• If business organization exists, he does not know about any other organizations;</li><li>• JDHA has quarterly luncheons;</li><li>• Not business friendly – need to accommodate <i>sch...</i> of businesses.</li></ul>	<ul style="list-style-type: none"><li>• The Jefferson Davis Hwy Assoc. is supposed to be business and residents.</li></ul>	<ul style="list-style-type: none"><li>• The site’s Community Advisory Panel (CAP) which is made up of community representatives from emergency services (fire, police, etc.) and a few community members;</li></ul>





# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<p><b>13. Who else should I speak to with general knowledge of the business / community climate?</b></p>	<ul style="list-style-type: none"> <li>• <b>Ree Hart</b></li> <li>• Phil Cunningham w/JDHA (a former past president &amp; Planning Commissioner)</li> <li>• Officer Bobby Hine (works with the Amphill Rescue Station)</li> </ul>	<p><b>Jake Elder</b> at Community Economic Development</p>	<ul style="list-style-type: none"> <li>• <b>Dan Cohen</b></li> <li>• Gibb Sloan of the JDA Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• No.</li> <li>• <b>Ree</b> of Amphill Civic Association</li> <li>• Try to talk to the owner of the Mercado.</li> </ul>	<ul style="list-style-type: none"> <li>• Margret Davis, a long-time resident; she has been around for all the changes on the corridor;</li> <li>• Hispanic neighbors are buying houses that were rented;</li> <li>• They are fixing up the houses and maintaining;</li> <li>• There are two apartment complexes managed by someone from out of town and a local; can work with the local owner but the other is not well maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• No.</li> <li>• Others within her organization would provide similar answers.</li> </ul>
Promotion	<p><b>14. Is the area viewed positively or negatively within the region?</b></p>	<ul style="list-style-type: none"> <li>• Somewhat neutral;</li> <li>• The Food Lion is slightly negative;</li> <li>• Businesses in between are more stable;</li> <li>• The Mercado has a negative image; will travel further to go to other stores (particularly groceries);</li> <li>• She may not be representative of the Hispanic population; they may have different standards culturally;</li> <li>• May be an area of challenge in building relationships cross-culturally</li> </ul>	<ul style="list-style-type: none"> <li>• Negative</li> <li>• Because of...               <ul style="list-style-type: none"> <li>○ The number of businesses with code violations;</li> <li>○ Types of businesses;</li> <li>○ Blight;</li> <li>○ Lack of interesting amenities;</li> <li>○ Auto orientations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Negatively</li> <li>• Because of...               <ul style="list-style-type: none"> <li>○ The number of code violations;</li> <li>○ Appearance and type of businesses;</li> <li>○ Payday loan establishments (<i>it should be noted that these establishments are not on this segment of the Jefferson Davis Hwy</i>)</li> </ul> </li> <li>• Car lots – appearance general perception.</li> </ul>	<ul style="list-style-type: none"> <li>• Negatively.</li> <li>• Except the industry which produces jobs;</li> <li>• The residential businesses are viewed negatively; not like the rest of Chesterfield County; the area is viewed as part of the city (Richmond);</li> <li>• Older neighborhood, so it doesn’t fit the view of Chesterfield;</li> <li>• Development (residential) would be mor of an urban type; (need to define “urban type) – market analysis;</li> <li>• A higher density placemaking environment; MSA touches on this;</li> <li>• Its predominately in a built environment; most development would be like what’s happening S. Richmond.</li> </ul>	<ul style="list-style-type: none"> <li>• Negatively, within and a lot out of region as well;</li> <li>• Perceptions;</li> <li>• It is a lower-income area that has been neglected;</li> <li>• <b>“people speak about it without even knowing it”</b></li> <li>• They have a lot of education to do even with the County leaders;</li> <li>• Don’t know how to stop that;</li> <li>• A great neighborhood with a lot of diversity;</li> <li>• The hardest thing to fight is perception;</li> </ul>	<ul style="list-style-type: none"> <li>• Negatively;</li> <li>• It depends on safety &amp; security;</li> <li>• Employees generally like the Hispanic vendors; there is difficulty with communication;</li> </ul>



# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<b>15. What would reinforce a positive perception or image?</b>	<ul style="list-style-type: none"><li>Developing green spaces and streetscapes;</li><li>Pedestrian lighting; shared use pathways; corporate citizenship;</li><li>Use to be 12,000 people and 12,000 jobs, but only 300 people worked at those jobs;</li><li>Build strong bonds with corporations;</li></ul>	<ul style="list-style-type: none"><li>Starting to remove the visual blight and being successful in doing business development that is not auto oriented; connected sidewalks and medians.</li></ul>	<ul style="list-style-type: none"><li>Community Enhancement is a great partner with Economic Development through code violation to assist businesses;</li><li>This is an opportunity to inform business owners of the Technology Zone opportunity incentives;</li><li>He was told of a tenant who is being helped through this process;</li></ul>	<ul style="list-style-type: none"><li>As noted in the Plan, improving JD Hwy, this area is a major gateway, pedestrian pathways;</li><li>Street lighting would show seriousness about redevelopment;</li><li>Need to improve the “front door” of the neighborhood;</li><li>Need to slow the traffic down;</li><li>Making Falling Creek a developed trail as a regional draw, the frontage on the James (is the largest County-owned property in the County);</li><li>All from the Plan;</li></ul>	<ul style="list-style-type: none"><li>Need a side walk along the entire length;</li><li>Changing the name of the highway</li><li>JDHA named it the Historic Route 1;</li><li>They’d like it to be named “the Pike”;</li><li>This has a bad reputation as well, but could go back to that.</li><li></li></ul>	<ul style="list-style-type: none"><li>Authentic Hispanic restaurants, more attractive buildings;</li><li>Sees a positive to the growth of the Hispanic population within the area;</li><li>If their businesses were more attractive, they would attract more of Dupont’s employees.</li><li>Also, tried and true brands; employees would go off site to seek these out;</li><li>After work for happy hour, safe outside patios for after hours (dining and getting together);</li><li>A Target or something;</li><li>Abandoned buildings does not promote safety and security;</li><li>Get development of vacant facilities like the vacant site north of the DuPont site (this building site is in the City of Richmond)</li></ul>
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# APPENDIX D2: INTERVIEW QUESTIONS (cont'd)

## (COMMUNITY ORGANIZATIONAL LEADER RESPONSES)

Table  
Community Organizational Leader Interview (Responses only)

	<b>Other notes or thoughts:</b>		<ul style="list-style-type: none"><li>On particular challenge to affecting needed road improvements is the fact that Jefferson Davis Hwy is a federal highway;<ul style="list-style-type: none"><li>This means that they have to ask the Federal Highway Admin to enhance rather than VDOT;</li><li>County would have to maintain the median;</li><li>Beauford Hwy in Atlanta, GA (a state route) is a major 3-ln road that is very similar to the Jefferson Davis Hwy</li></ul></li><li><b><i>His office is submitting an application for...??</i></b></li><li>Players on the Corridor want some attention; corridor is getting a lot of attention now;</li></ul>				<u>Additional thoughts:</u> <ul style="list-style-type: none"><li>Also, turning a vacant facility into a workforce training facility;<ul style="list-style-type: none"><li>Dupont is requiring training for their employees to advance; a training facility would assist them in getting their degree and other large businesses in the area would likely support as well;</li><li>Their community giving is geared towards STEM</li></ul></li></ul>
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# **APPENDIX E1: TAPESTRY SEGMENTATION**

## ***AREA PROFILE***



# Tapestry Segmentation Area Profile

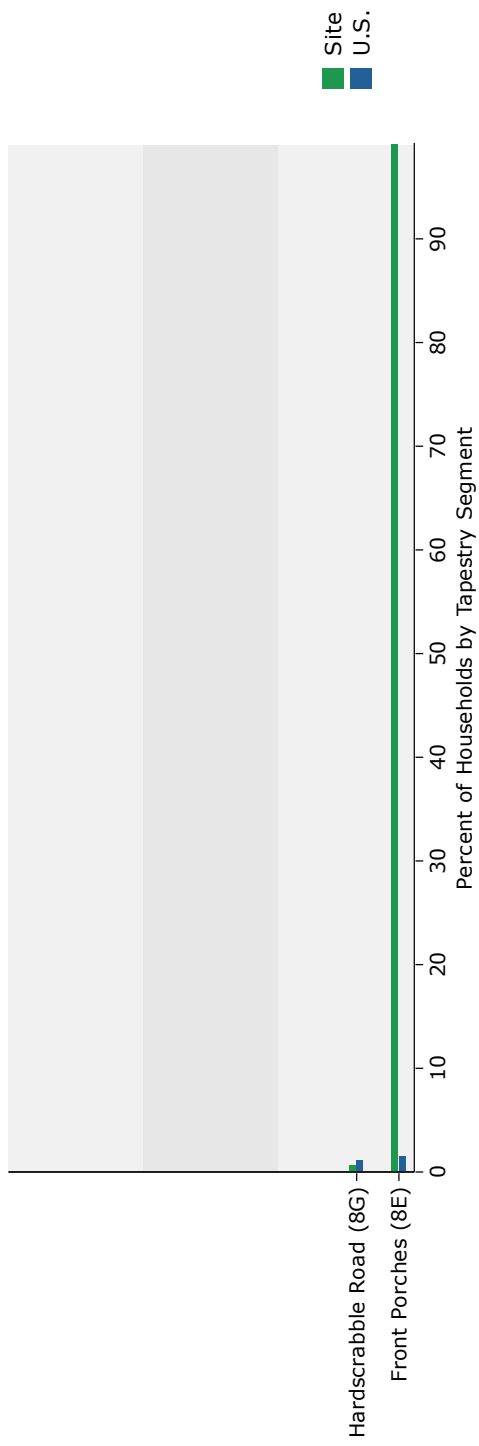
Amphill Study Area  
Amphill Study Area

Prepared By Business Analyst Desktop

## Top Twenty Tapestry Segments

		2018 Households		2018 U.S. Households	
Rank	Tapestry Segment	Percent	Cumulative Percent	Percent	Cumulative Percent
1	Front Porches (8E)	99.3%	99.3%	1.6%	1.6%
2	Hardscrabble Road (8G)	0.7%	100.0%	1.2%	2.8%

## Top Ten Tapestry Segments Site vs. U.S.



**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.



# Tapestry Segmentation Area Profile

Amphthill Study Area  
Amphthill Study Area

Prepared By Business Analyst Desktop

Tapestry LifeMode Groups		2018 Households		2018 Adult Population		
		Number	Percent	Index	Number 1,150	Percent 100.0%
Total:		562	100.0%			
8. Middle Ground	City Lights (8A)	562	100.0%	918	1,150	986
	Emerald City (8B)	0	0.0%	0	0	0
	Bright Young Professionals (8C)	0	0.0%	0	0	0
	Downtown Melting Pot (8D)	0	0.0%	0	0	0
	Front Porches (8E)	558	99.3%	6,275	1,141	6,536
	Old and Newcomers (8F)	0	0.0%	0	0	0
	Hardscrabble Road (8G)	4	0.7%	59	9	67
	9. Senior Styles	0	0.0%	0	0	0
	Silver & Gold (9A)	0	0.0%	0	0	0
10. Rustic Outposts	Golden Years (9B)	0	0.0%	0	0	0
	The Elders (9C)	0	0.0%	0	0	0
	Senior Escapes (9D)	0	0.0%	0	0	0
	Retirement Communities (9E)	0	0.0%	0	0	0
	Social Security Set (9F)	0	0.0%	0	0	0
	10. Rustic Outposts	0	0.0%	0	0	0
	Southern Satellites (10A)	0	0.0%	0	0	0
	Rooted Rural (10B)	0	0.0%	0	0	0
	Diners & Miners (10C)	0	0.0%	0	0	0
11. Midtown Singles	Down the Road (10D)	0	0.0%	0	0	0
	Rural Bypasses (10E)	0	0.0%	0	0	0
	11. Midtown Singles	0	0.0%	0	0	0
	City Strivers (11A)	0	0.0%	0	0	0
	Young and Restless (11B)	0	0.0%	0	0	0
	Metro Fusion (11C)	0	0.0%	0	0	0
	Set to Impress (11D)	0	0.0%	0	0	0
	City Commons (11E)	0	0.0%	0	0	0
12. Hometown	12. Hometown	0	0.0%	0	0	0
	Family Foundations (12A)	0	0.0%	0	0	0
	Traditional Living (12B)	0	0.0%	0	0	0
	Small Town Simplicity (12C)	0	0.0%	0	0	0
	Modest Income Homes (12D)	0	0.0%	0	0	0
	13. Next Wave	0	0.0%	0	0	0
	International Marketplace (13A)	0	0.0%	0	0	0
	Las Casas (13B)	0	0.0%	0	0	0
	NeWest Residents (13C)	0	0.0%	0	0	0
14. Scholars and Patriots	Fresh Ambitions (13D)	0	0.0%	0	0	0
	High Rise Renters (13E)	0	0.0%	0	0	0
	14. Scholars and Patriots	0	0.0%	0	0	0
	Military Proximity (14A)	0	0.0%	0	0	0
	College Towns (14B)	0	0.0%	0	0	0
	Dorms to Diplomas (14C)	0	0.0%	0	0	0
	Unclassified (15)	0	0.0%	0	0	0

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

**Source:** Esri





# Tapestry Segmentation Area Profile

Amphthill Study Area  
Amphthill Study Area

Prepared By Business Analyst Desktop

Tapestry Urbanization Groups		2018 Households		2018 Adult Population		
Total:		Number 562	Percent 100.0%	Index	Number 1,150	Percent 100.0%
<b>1. Principal Urban Center</b>						
Laptops and Lattes (3A)		0	0.0%	0	0	0.0%
Metro Renters (3B)		0	0.0%	0	0	0.0%
Trendsetters (3C)		0	0.0%	0	0	0.0%
Downtown Melting Pot (8D)		0	0.0%	0	0	0.0%
City Strivers (11A)		0	0.0%	0	0	0.0%
NeWest Residents (13C)		0	0.0%	0	0	0.0%
Fresh Ambitions (13D)		0	0.0%	0	0	0.0%
High Rise Renters (13E)		0	0.0%	0	0	0.0%
<b>2. Urban Periphery</b>						
Pacific Heights (2C)		0	0.0%	0	0	0.0%
Rustbelt Traditions (5D)		0	0.0%	0	0	0.0%
Urban Villages (7B)		0	0.0%	0	0	0.0%
American Dreamers (7C)		0	0.0%	0	0	0.0%
Barrios Urbanos (7D)		0	0.0%	0	0	0.0%
Southwestern Families (7F)		0	0.0%	0	0	0.0%
City Lights (8A)		0	0.0%	0	0	0.0%
Bright Young Professionals (8C)		0	0.0%	0	0	0.0%
Metro Fusion (11C)		0	0.0%	0	0	0.0%
Family Foundations (12A)		0	0.0%	0	0	0.0%
Modest Income Homes (12D)		0	0.0%	0	0	0.0%
International Marketplace (13A)		0	0.0%	0	0	0.0%
Las Casas (13B)		0	0.0%	0	0	0.0%
<b>3. Metro Cities</b>						
In Style (5B)		0	0.0%	0	0	0.0%
Emerald City (8B)		0	0.0%	0	0	0.0%
Front Porches (8E)		558	99.3%	6,275	1,141	99.2%
Old and Newcomers (8F)		0	0.0%	0	0	0.0%
Hardscrabble Road (8G)		4	0.7%	59	9	0.8%
Retirement Communities (9E)		0	0.0%	0	0	0.0%
Social Security Set (9F)		0	0.0%	0	0	0.0%
Young and Restless (11B)		0	0.0%	0	0	0.0%
Set to Impress (11D)		0	0.0%	0	0	0.0%
City Commons (11E)		0	0.0%	0	0	0.0%
Traditional Living (12B)		0	0.0%	0	0	0.0%
College Towns (14B)		0	0.0%	0	0	0.0%
Dorms to Diplomas (14C)		0	0.0%	0	0	0.0%
		562	100.0%	549	1,150	100.0%
						593

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

**Source:** Esri



# **APPENDIX E2: TAPESTRY SEGMENTATION**

## ***8E: FRONT PORCHES***



## LifeMode Group: Middle Ground

# Front Porches

8E

**Households:** 1,960,300

**Average Household Size:** 2.57

**Median Age:** 34.9

**Median Household Income:** \$43,700

### WHO ARE WE?

*Front Porches* blends household types, with more young families with children or single households than average. This group is also more diverse than the US. More than half of householders are renters, and many of the homes are older town homes or duplexes. Friends and family are central to *Front Porches* residents and help to influence household buying decisions. Households tend to own just one vehicle but used only when needed. Income and net worth of these residents are well below the US average.

### OUR NEIGHBORHOOD

- Nearly one in five homes is a duplex, triplex, or quad; half are older single-family dwellings.
- Just over half the homes are occupied by renters.
- Older, established neighborhoods; three quarters of all homes were built before 1980.
- Single-parent families or singles living alone make up almost half of the households.

### SOCIOECONOMIC TRAITS

- Composed of a blue-collar work force with a strong labor force participation rate, but unemployment is slightly high at 7.1%.
- Price is more important than brand names or style to these consumers.
- With limited incomes, these are not adventurous shoppers.
- They would rather cook a meal at home than dine out.
- They seek adventure and strive to have fun.

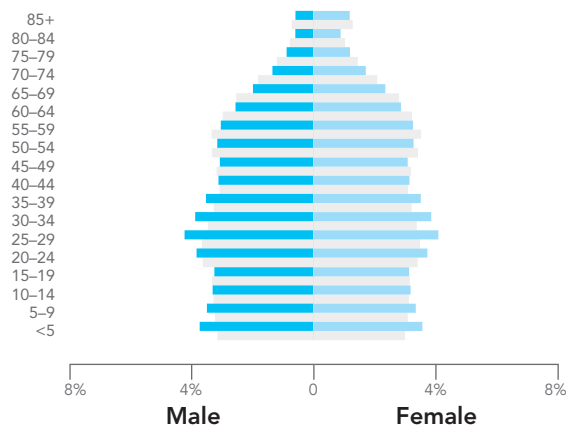




## AGE BY SEX (Esri data)

Median Age: **34.9** US: 38.2

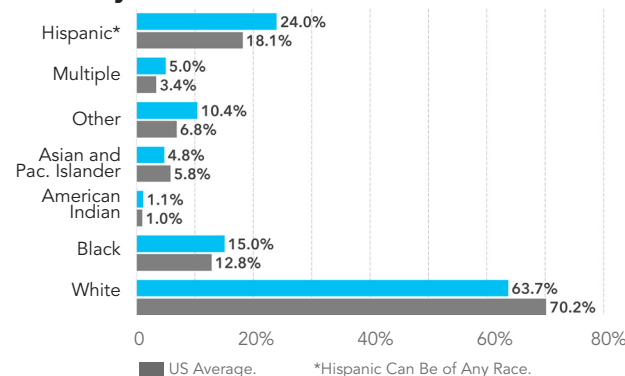
■ Indicates US



## RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **72.7** US: 64.0



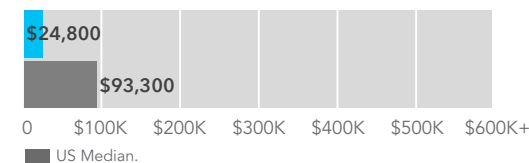
## INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

### Median Household Income

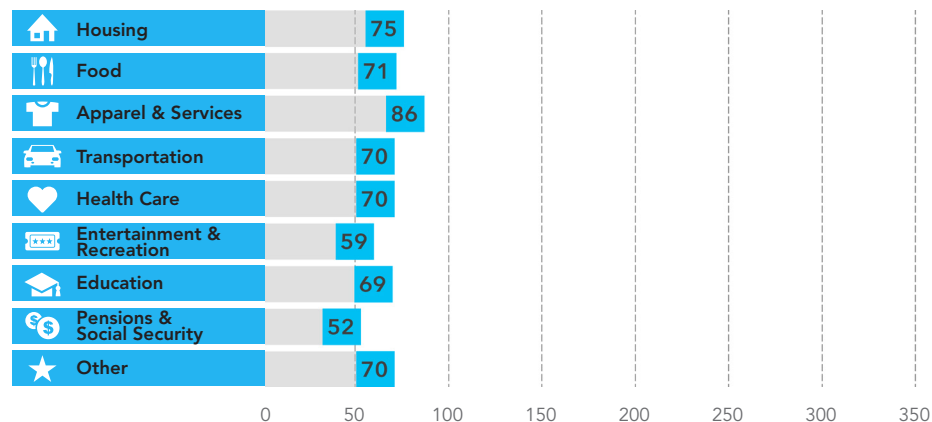


### Median Net Worth



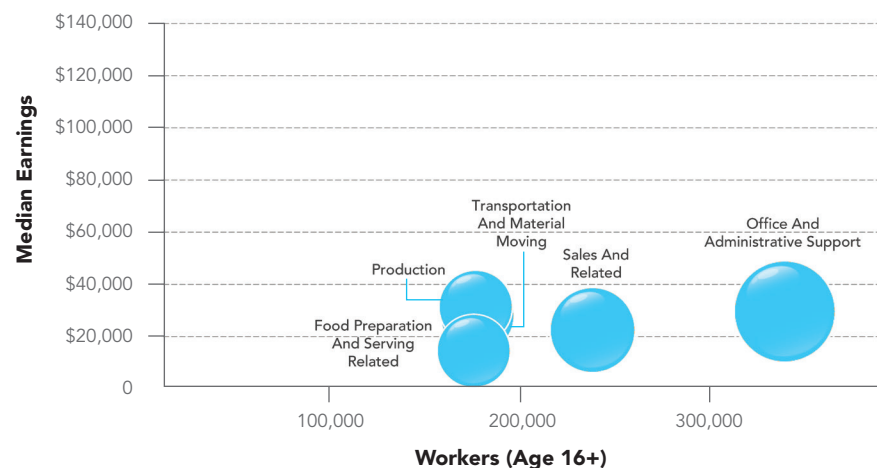
## AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



## OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





## MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Go online for gaming, watching movies, employment searches, and posting pics on social media.
- Prefer cellphones over landlines, and use their mobile devices for entertainment such as streaming movies and music.
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- Participate in leisure activities including sports, playing board games and video games.
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## HOUSING

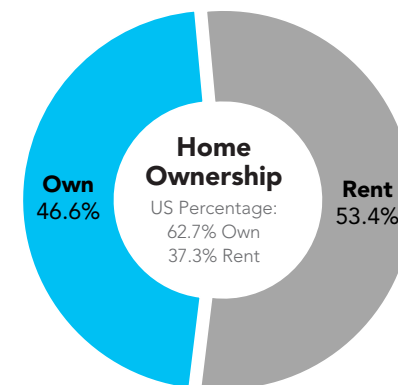
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family;  
Multi-Units

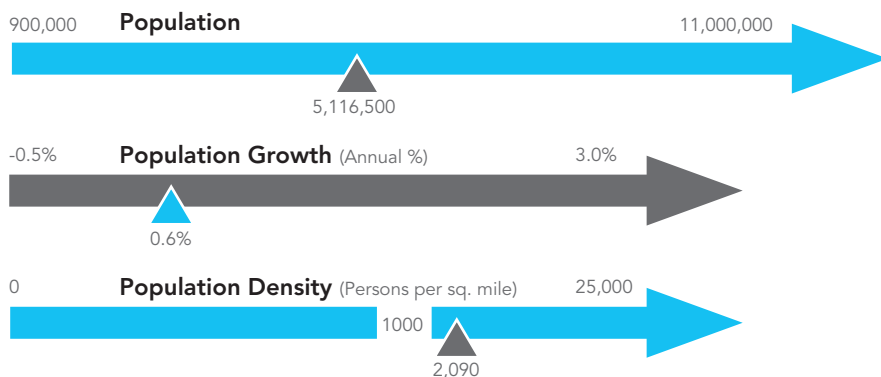
**Average Rent:**  
\$913

US Average: \$1,038



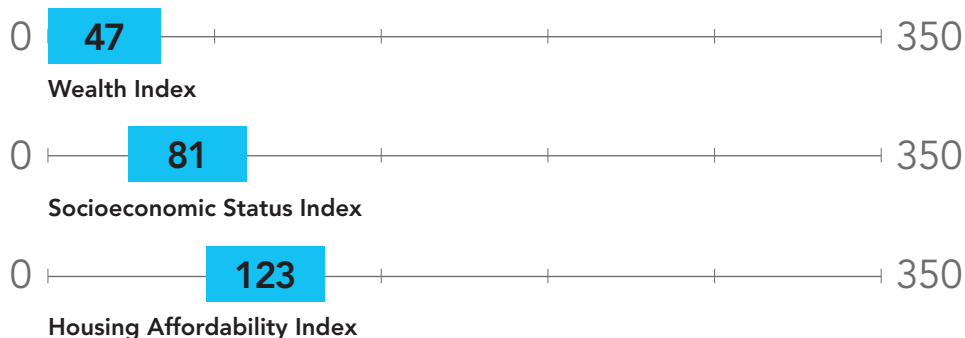
## POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



## ESRI INDEXES

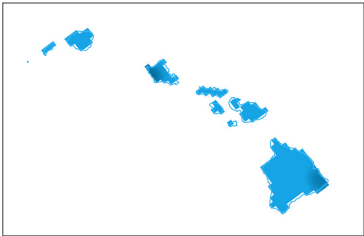
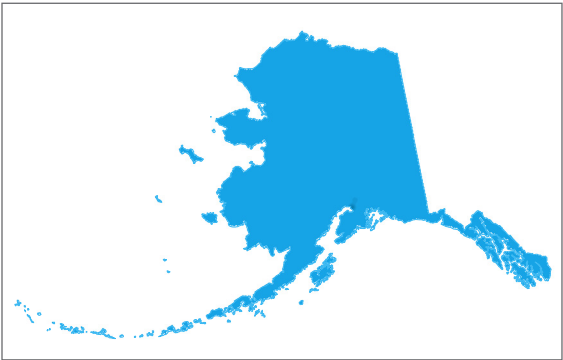
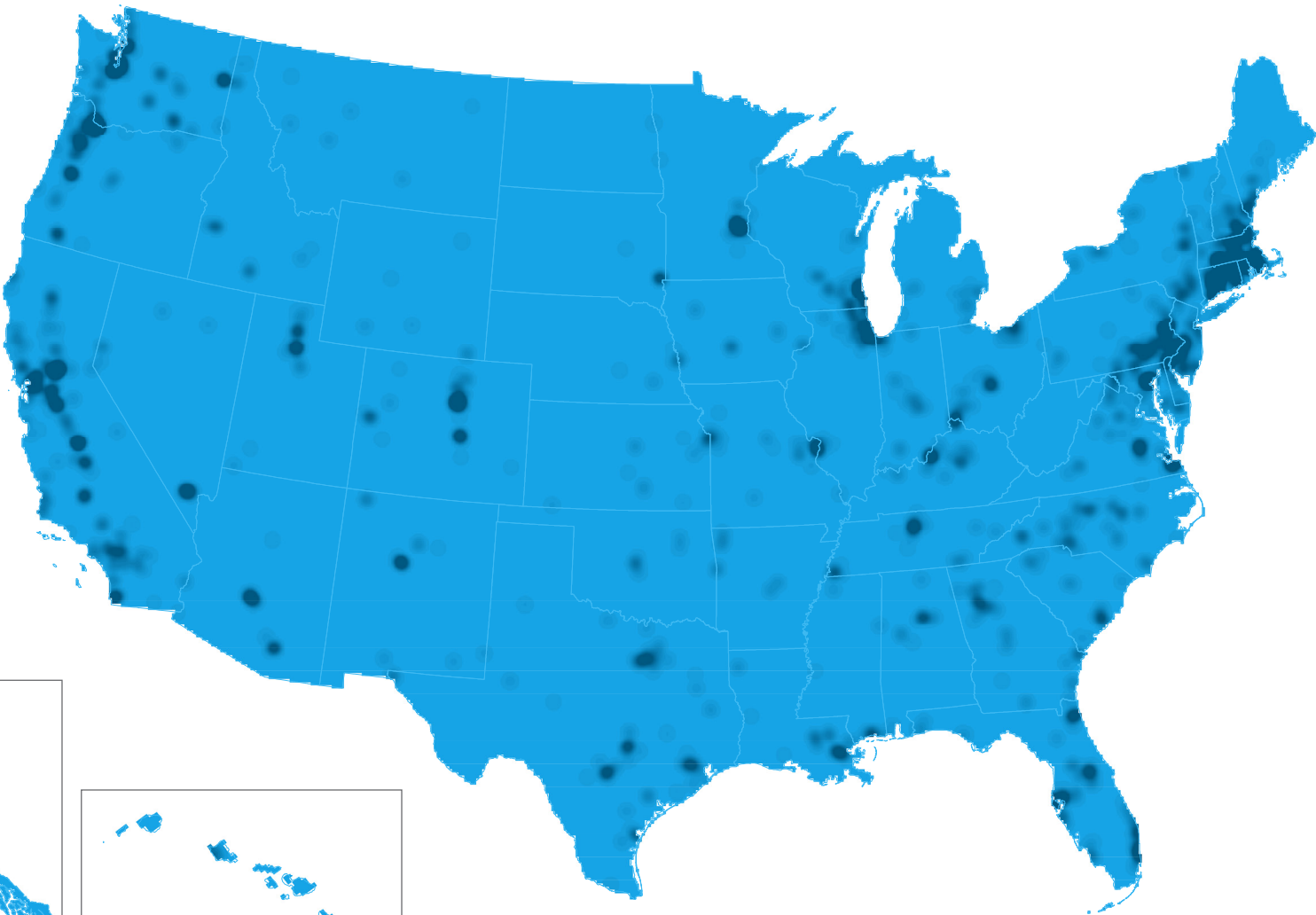
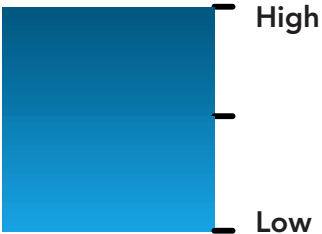
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





## SEGMENT DENSITY

This map illustrates the density and distribution of the *Front Porches* Tapestry Segment by households.







## LifeMode Group: Middle Ground

# Front Porches

8E

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### SOCIOECONOMIC TRAITS

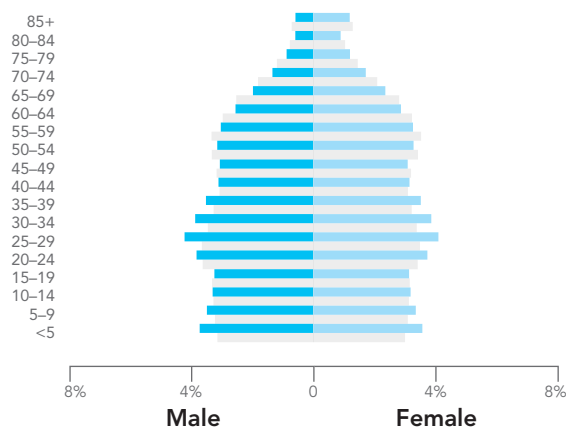
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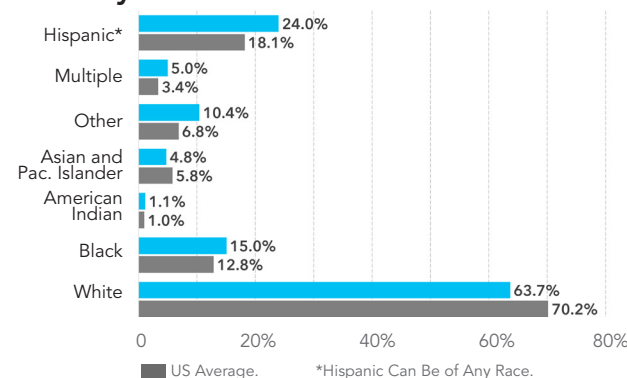
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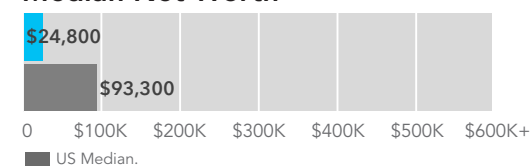
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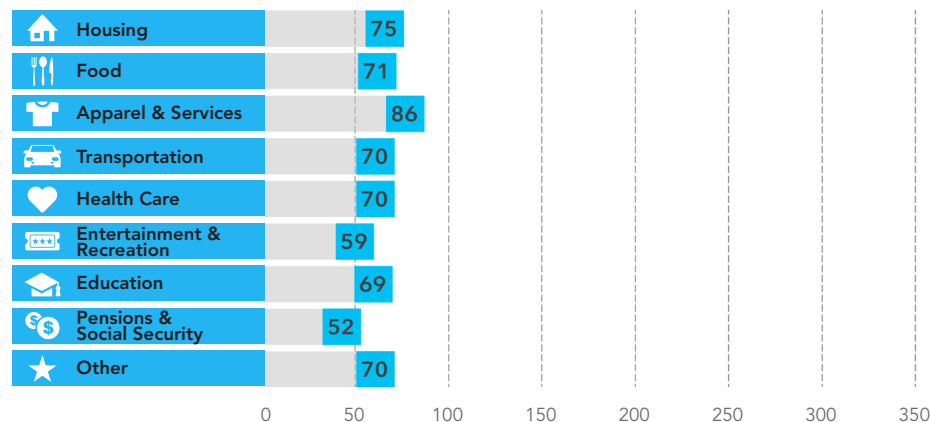


### Median Net Worth



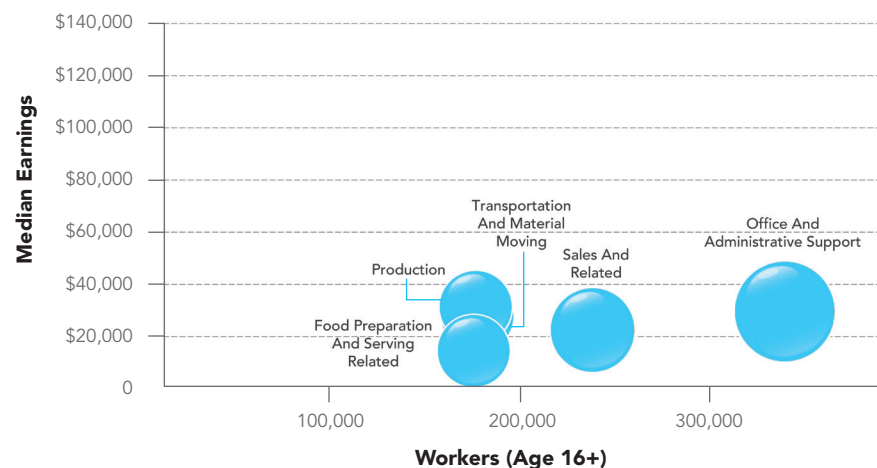
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## HOUSING

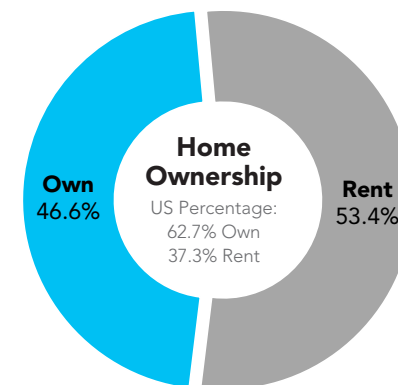
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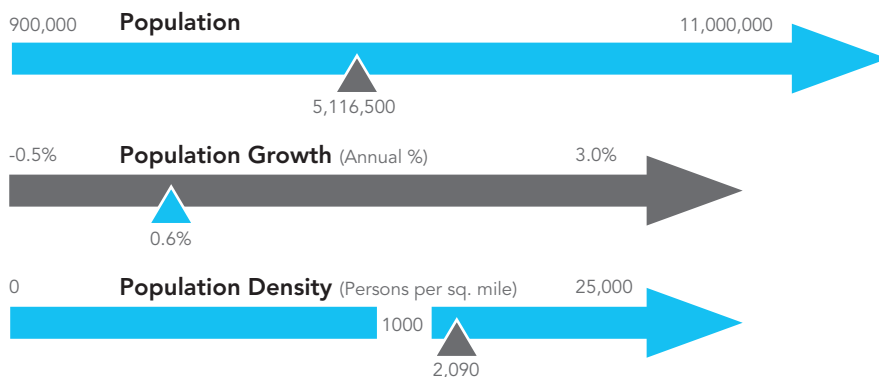
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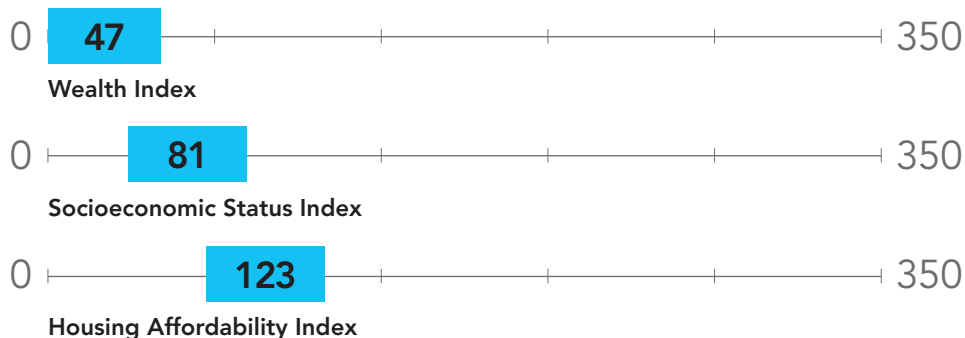
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